



USAID | NIGERIA

FROM THE AMERICAN PEOPLE

Issue Date: April 2, 2020
Deadline for Questions: April 16, 2020
Closing Date: May 4, 2020
Closing Time: 16:30 Abuja, Nigeria Time

Subject: **Notice of Funding Opportunity Number: 72062020RFA00005**

Program Title: **Strengthening Civic Advocacy and Engagement (SCALE) Activity**

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies and Gentlemen:

The United States Agency for International Development (USAID/Nigeria) is seeking applications for a Cooperative Agreement from qualified entities to implement the “Strengthening Civic Advocacy and Local Engagement” (SCALE) program. Eligibility for this award is not restricted.

USAID intends to make an award to the Applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this NOFO subject to a risk assessment. Eligible parties interested in applying are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements and selection process.

To be eligible for award, the Applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion process. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.g. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

This funding opportunity consists of this cover letter, and an attached NOFO, containing the following:

- Section A, Program Description;
- Section B, Federal Award Information;
- Section C, Eligibility Information;
- Section D, Application and Submission Information;
- Section E, Application Review Information;
- Section F, Federal Award and Administration Information;
- Section G, Federal Awarding Agency Contact(s);
- Section H, Other Information; and,
- Annexes/Attachments.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Cheryl Hodge-Snead
Agreement Officer

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

Contents

Contents	3
SECTION A - PROGRAM DESCRIPTION	5
A. PURPOSE	5
B. BACKGROUND	5
1. Programmatic Context	5
2. Problem Statement	7
3. Challenges and Opportunities	7
3.1 Strengthened CSO Engagement and Advocacy.....	7
3.2 Improved CSO Organizational Capacity.....	9
3.3 CSO Enabling Environment.....	10
4. Alignment of SCALE Activity with U.S. Mission Development Goals and Objectives	10
5. Lessons Learned from Past Programming.....	12
6. Relationship to Partner Country Programs	13
7. Relationship to Other International Community Programs	13
C. ACTIVITY DESCRIPTION	14
1. Overall Purpose	14
2. Program Approach.....	15
3. Geographic Focus.....	15
4. Activity Components.....	15
4.1 Component One - Improve Organizational Capacity:	15
4.2 Component Two – Enhance Capacity for Improved CSO Advocacy, Collaboration	
and Management:.....	16
4.3 Component Three – Improve the Policy and Regulatory Enabling	
Environment for Civil Society.....	18
4.4 Component Four – Countering Trafficking in Persons (CTIP)	19
4.5 Component Five – Sector Strengthening and Advocacy.....	20
D. OTHER TECHNICAL CONSIDERATIONS	23
1. Gender Equality and Women’s Empowerment	23
2. Youth.....	25
3. People with Disabilities (PWDs)	25
4. Conflict Sensitivity - Do No Harm.....	25
5. Focus on Replicability, Scalability, and Sustainability.....	26
6. Security.....	26
7. Local Capacity Building	27
8. New Partnership Initiative (NPI)	27
9. Journey to Self-reliance	28
10. Private Sector Engagement (PSE)	29
11. Transition Strategy	29
12. Coordination & Collaboration with other USAID activities	30
E. MONITORING, EVALUATION AND LEARNING (MEL).....	31
F. AUTHORIZING LEGISLATION.....	32
SECTION B – FEDERAL AWARD INFORMATION	33
1. Estimated of Funds Available and Number of Awards Contemplated.....	33
2. Start Date and Period of Performance for Federal Awards	33

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

3.	Substantial Involvement.....	33
4.	Authorized Geographic Code.....	35
5.	Nature of the Relationship between USAID and the Recipient	36
6.	Selection of Instrument.....	36
7.	Title to Property	36
	SECTION C - ELIGIBILITY INFORMATION.....	37
1.	Eligible Applicants	37
2.	Cost Sharing	37
3.	Other Eligibility Criteria.....	37
	SECTION D - APPLICATION AND SUBMISSION INFORMATION	38
1.	Agency Point of Contact.....	38
2.	Questions and Answers.....	38
3.	General Content and Form of Application	38
4.	Application Submission Procedures	40
5.	Technical Application Format	41
(a)	Implementation Approach	42
(b)	Sustainability Plan	43
6.	Business (Cost) Application Format.....	49
	SECTION E - APPLICATION REVIEW INFORMATION	58
1.	Merit Review Criteria	58
2.	Review, Selection and Award Process.....	58
	SECTION F – FEDERAL AWARD AND ADMINISTRATION INFORMATION.....	62
	SECTION G – FEDERAL AWARDED AGENCY CONTACTS.....	76
	SECTION H - OTHER INFORMATION	77
	ANNEX #1: Illustrative Summary Budget Format.....	78
	ANNEX #2: Standard Provisions	79
	ANNEX #3: Abbreviations and Acronyms	82
	ANNEX #4: Past Performance Information	84
	ANNEX #5: Sample Format for Initial Security Plan.....	87
	ATTACHMENT #1: Result Framework	91
	ATTACHMENT #2: USAID Quarterly Performance Report	92
	ATTACHMENT #3: Key Personnel Matrix	93
	ATTACHMENT #4: Branding Strategy and Marking Waiver	94

SECTION A - PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting awards will be subject to Standard Provisions for Non-U.S., Nongovernmental Organizations and will apply the standards of 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in this NOFO.

A. PURPOSE

The United States Agency for International Development’s Mission to Nigeria (USAID/Nigeria) intends to award a Cooperative Agreement to implement a “Strengthening Civic Advocacy and Local Engagement” (“SCALE”) Activity to strengthen the financial, managerial, technical and advocacy capacity of local civil society organizations (CSOs) and business membership organizations (BMOs) in Nigeria. This activity will be carried out over a five-year period from the effective date of award.

The objective of the SCALE Activity is to support CSOs and BMOs across all of USAID/Nigeria’s programmatic sectors with a basket of managerial, business strengthening, and advocacy capacity-building interventions aimed at advancing Nigerian CSO sustainability combined with targeted grants to advance mutually agreed upon priorities. The activity is designed to enhance local civil society organizations’ ability to be positive and responsible change agents in Nigeria. Applicants are encouraged to form partnerships or consortiums, including with non-traditional USAID partners to implement the proposed activity.

The new civil society strengthening activity will build on the achievements of the Mission’s previous civil society activity entitled, “Strengthening Advocacy and Civic Engagement (SACE)” which ended on January 1, 2019.

B. BACKGROUND

1. Programmatic Context

Civil society plays a critical role in holding government accountable, mobilizing citizens to action and advocating for key policy reforms in service delivery sectors in Nigeria. Unconfirmed figures place Nigeria’s civil society strength at over 500,000 nationwide with a diversity and complexity of focus and expertise in health, education, judiciary, legislative engagement, elections, governance, extractives, agriculture, inclusion, gender, amongst others, albeit with weak technical, financial and advocacy capacity.

According to the Civil Society Sustainability Index (CSOSI), the context in which CSOs operate in Nigeria has experienced both positive and negative developments.¹ On the positive side, the fight against corruption took important steps forward in recent years with the recovery of NGN

¹ 2017 Civil Society Organizations Sustainability Index (CSOSI)

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

550 billion (approximately \$1.73 billion) in stolen assets and the arrest of several high-level judges, who were alleged to have accepted large bribes from politicians in return for favorable settlements. At the same time, the price of crude oil - the driver of the Nigerian economy - has declined and the naira has fallen against the dollar, which has forced the government to introduce tough belt-tightening measures, including removing some gasoline subsidies and reducing spending on capital improvements. These steps impose especially severe challenges on state governors, who are often unable to meet salary commitments, provide needed social services, or fund infrastructural improvements. This situation has led to (1) increased advocacy by CSOs for greater transparency and accountability in public resource utilization, (2) increased citizen demand for greater involvement in budget and expenditure decisions and processes, as well as (3) demands for social programs that cushion these negative economic effects on citizens. The CSOSI also noted that the country's economic difficulties have tended to improve the public's perception of work by CSOs, which are viewed as critical partners in the country's development.

The overall organizational capacity of the CSO sector in Nigeria did not change significantly between 2016 and 2017. However, the most recent CSOSI report shows that overall CSO Sustainability improved in 2018 as key dimensions of sustainability showed some gains, including financial viability (i.e. crowdfunding) and training (improved with new training opportunities and increased collaboration between CSOs and other sectors). CSOs also spearheaded several important advocacy and mobilization campaigns. For example, inspired by the Not Too Young To Run campaign led by YIAGA Africa, many youth-led CSOs focused on engaging young people in elections. The Youth Alive Foundation (YAF) developed and launched a governance app in September 2018. Named "Your Excellency," the app is Nigeria's first 3D civic mobile game that helps aspiring political leaders learn about key governance issues and how they can contribute to a more accountable and transparent society. Other civil society groups working on extractive industries contributed to achieving Presidential assent for the Petroleum Industry Governance Bill (PIGB), while CSOs in the health sector helped establish a One Percent Consolidated Revenue Fund for primary health care. CSOs working in development and women's issues also strengthened their local base and galvanized support for eradicating violence, discrimination, and harmful religious and cultural practices. USAID-supported CSOs also led other reforms in accountability and good governance as well as in key electoral processes. These and many more milestones have proved to Nigerians that the work that CSOs undertake fosters sustainable growth and development and is in the interest of the Nigerian people.

According to the Department of State's 2019 TIP Report, human traffickers exploit domestic and foreign victims in Nigeria, and traffickers exploit victims from Nigeria abroad. The Recipient is to incorporate a multi-faceted approach to address TIP by providing support to CSOs working on this issue with a focus on those working in the North on child trafficking with the Almajiri schools and/or with domestic servitude. Several CSOs are already working on changing deep cultural and socio-economic perceptions that drive trafficking and well as providing mental health and trauma healing services to trafficking survivors.

2. Problem Statement

The Corporate Affairs Commission (CAC) of Nigeria defines the CSO sector broadly to include anything from community-based groups, non-governmental institutions, business membership and religious organizations to professional and national-level organizations, in sum totaling more than 500,000 to date. In 2018, more than 92,000 CSOs (an increase from 90,000 in 2017) were registered at the national level with the CAC. Despite the multiplicity of CSOs in Nigeria, they generally aren't seen as to be working strategically and often their ability to design and pursue advocacy for better public service delivery and transparency is ineffective.

Local CSOs continue to play a key role in addressing development challenges of poverty, insecurity, service delivery, human rights, participatory democracy, social and environmental justice, sustainability, gender equality and development effectiveness. CSOs require greater advocacy capacity to successfully mobilize and represent citizens' demands for development effectiveness in Nigeria. Many CSOs lack the robust managerial and financial capabilities required to enhance local resource mobilization, increase the sustainability of interventions, and advance civil society itself along the journey to self-reliance. Furthermore, the SCALE activity will strengthen the capacity of local CSOs to further explore mobilization of domestic resources and other funding alternatives, as well as grow their technical and management capabilities to help solidify civil society's critical role in Nigeria's journey to self-reliance.

3. Challenges and Opportunities

3.1 Strengthened CSO Engagement and Advocacy

Lack of strong advocacy and technical capacity is one of the major challenges of civil society in Nigeria. Capacity strengthening interventions will ensure that the civic space remains permissive and non-threatening to both citizens and civil society actors. They will build an effective, independent civil society that can advocate for the needs of all citizens, including women, youth, and other under-represented groups. This capacity deficit is even more pronounced among gender-focused, women-focused, and minority-focused CSOs that often lack strong leadership or acceptance to advocate for their agendas.

Furthermore, the 2019 general elections demonstrated how CSOs continue to play a vital role in educating voters, hosting discussion platforms for candidates, monitoring the voting process, and preserving the peace and increasing transparency and accountability in the overall process, which often helped boost CSOs' public image. Social media use is on the increase throughout many segments of society. As mobile services have become more widespread and affordable and as smart phone use has increased, new communication platforms are positively changing the ways many CSOs work. Between July 2018 and July 2019 statistics show that over 74 percent of Nigerian social media users on Facebook use mobile phones².

² <https://gs.statcounter.com/social-media-stats/all/nigeria>

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

Nigeria is rated 4.5 and 4.4 out of 7.0 on the 2017 and 2018 CSOSI scale, respectively. While organizational capacity is at 4.9, advocacy and public image are in the middle of the rating at 3.5 and 3.9, respectively, indicating the need for CSO capacity strengthening. The objective of a robust civil society activity is to strengthen its ability to influence the development and implementation of key reforms at the national, state, and local levels. USAID has supported increased engagement and efficacy of civil society to be able to influence public institutions whose function is to serve citizens' interests. USAID has explicitly engaged marginalized populations such as women, youth, and persons with disabilities in these processes and emphasized the importance of strong leadership in their organizations and innovation in programmatic approaches designed to reach them. SCALE will build on these actions to further enhance civil society's ability to be positive and reputable change agents in Nigeria in a sustainable manner as envisioned in USAID's Journey to Self-Reliance.

Additionally, to assist in partner countries' Journey to Self-Reliance, the Agency launched its New Partnership Initiative (NPI) to attract a wider range of potential partners and pursue greater engagement with new and underutilized partners (defined as organizations that have received less than \$25 million cumulatively from USAID over the last five years). SCALE activities will help partners by prioritizing programs that show measurable impact, incentivize reform, diversify our partner base, foster local capacity-building, and mobilize their own domestic resources. Applicants are expected to be familiar with NPI and apply its tenets during this activity. More information can be found at: <https://www.usaid.gov/npi>

Similarly, the applicant will address the following critical components in the activity: curbing Child, early and Forced Marriage (CEFM), Sexual and Gender based Violence (SGBV) and Countering Trafficking in Persons (CTIP).

Child Early and Forced Marriage is one of the most critical gender disparities and constraints affecting USAID programming in Nigeria including crippling legal constraints, discriminations impacting women's economic empowerment in Nigeria (such as land inheritance practices and lack of access to credit); and widespread harmful traditional practices (such as widowhood abuse and female genital mutilation (FGM)).

On the global health and survival ranking, Nigeria ranked 187 out of 190 countries in 2018. Nigeria's 2015 maternal mortality ratio (per 100,000 live births) is 814 and its 2017 infant mortality rate (the probability of dying between birth and age 1 per 1,000 live births) is 65³. These figures can vary sharply across regions in the country with the North East recording a maternal mortality rate of over 1,549 deaths per 100,000 live births. Relevant to health considerations is the age of marriage and childbearing in Nigeria. According to the World Economic Forum (WEF) data, early marriage occurs among 33% of girls and young women between the ages of 15-19. The mean age at marriage for women in Nigeria is 21 years, but marriage age can vary drastically depending on geo-political zone – including ages as young as 10 years. Also, of importance in terms of health is the low contraceptive prevalence rate of 15%

³ World Health Organization

among married women (using any method), and the high adolescent fertility rate (births per 1,000 girls aged 15-19) of 113 in Nigeria.

According to the UN Women Global Database on Violence Against Women⁴, the Prevalence Data on Different Forms of Violence against Women for Nigeria reads: Lifetime Physical and/or Sexual Intimate Partner Violence ratio is: 17.4, Physical and/or Sexual Intimate Partner Violence in the last 12 months : 11 % (1); Lifetime Non-Partner Sexual Violence : 1.5; Child Marriage :43.5 and Female Genital Mutilation/Cutting :18.4.

Violence against women and girls is one of the most prevalent human rights violations in the world. It knows no social, economic or national boundaries. Worldwide, an estimated one in three women will experience physical or sexual abuse in her lifetime. Gender-based violence undermines the health, dignity, security and autonomy of its victims, yet it remains shrouded in a culture of silence. Victims of violence can suffer sexual and reproductive health consequences, including forced and unwanted pregnancies, unsafe abortions, traumatic fistula, sexually transmitted infections including HIV, and even death.

According to the Department of State's 2019 TIP Report, human traffickers exploit domestic and foreign victims in Nigeria, and traffickers exploit victims from Nigeria abroad. The Recipient is to incorporate a multi-faceted approach to address TIP by providing support to CSOs working on this issue with a focus on those working in the North on child trafficking with the Almajiri schools and/or with domestic servitude. Several CSOs are already working on changing deep cultural and socio-economic perceptions that drive trafficking and well as providing mental health and trauma healing services to trafficking survivors.

3.2 Improved CSO Organizational Capacity

CSOs play a critical role in Nigeria's development. In countries where the position of citizens and civil society have been respected in the constitutional framework of legal freedoms and fundamental rights, the rates of development and of reducing corruption have been greater than in countries where the constitution has not been respected. The security situation in Nigeria has been very tense with instability triggered by ethnic, religious, and political divides. This has resulted in enormous hardship and sometimes limiting the ability of governments to provide food and other basic services to populations in need, causing many to look to CSOs and donors.

In 2016, the Nigerian Network of Non-Governmental Organizations (NNNGO) identified the lack of functioning CSO strategic plans as a major concern and facilitated capacity building in this area. The internal management of many CSOs in Nigeria remains weak. Although most CSOs have both boards of trustees and advisory boards, these are usually not functional, and their members often interfere with management or may refuse to attend meetings unless they are paid. In addition, the roles of a board are poorly understood. Another concern is that many CSO leaders put their family members on their boards or seek to recruit famous names without considering whether such people can contribute to the development of the organization.

⁴ <https://evaw-global-database.unwomen.org/fr/countries/africa/nigeria>

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

Many CSOs, especially at the local level, do not have mission statements or strategic plans; where these plans do exist, they are largely on paper only and do not guide decision making or translate to better advocacy and programming. Recognizing this deficiency, SACE contracted Widows and Orphans Empowerment Organization (WEWE), to conduct capacity audits of selected CSOs and institutional capacity trainings for partners, to build the capacity of CSOs and recommend organizations that can directly access U.S. government funding. These activities led to the identification of six organizations attaining this status by the end of the SACE activity. WEWE also supported 531 SACE partner staff with a range of organizational capacity building activities, including board orientation, finance and budget oversight, fraud risk training, organizational strengthening, procurement and resource mobilization. It is expected that this activity will build upon those experiences.

3.3 CSO Enabling Environment

According to the 2018 CSOI, CSOs' legal environment was stable in 2018 and 2019, despite government's efforts to introduce new regulations to govern the sector. CSOs are allowed by law to operate freely within certain constraints and may generally express criticism of the government and participate in public protests. However, Section 45 of the 1999 Constitution of Nigeria as amended restricts the right to peaceful assembly and association in the interest of defense, public safety, and public order.

The legal and regulatory environment governing the CSO sector and its implementation are critical to the operations of civil society organizations in Nigeria. Enabling environment for civil society to thrive are existential to democratic governance and the rule of law. The current threats of closing civic space is a challenge as well as an opportunity to entrench democratic principles and citizen participation.

4. Alignment of SCALE Activity with U.S. Mission Development Goals and Objectives

(a) USAID/Nigeria's Country Development Cooperation Strategy (CDCS, 2015-2020) establishes the goal of "Reduced extreme poverty in a more stable, democratic Nigeria" and three Development Objectives for: broadened and inclusive growth; a healthier, more educated population in targeted states; and strengthened good governance.

The SCALE activity is designed to respond to USAID/Nigeria's CDCS Development Objective (DO) 3 "*Strengthened good governance*" and Intermediate Result (IR) 3.3, "*Increased civic advocacy, monitoring, and engagement*". To help achieve this objective, the activity will respond to Sub-IR 3.3.1 "*CSO technical, managerial, and financial sustainability strengthened*" and Sub-IR 3.3.2 "*CSO oversight and advocacy technical capacity strengthened*".

Further, given the cross-cutting nature of this activity as a mission-wide approach to CSO/BMO strengthening, it will also support the Mission's other Development Objectives: DO 1:

Broadened and inclusive growth and DO 2: A healthier, more educated population in targeted states.

For more details, please refer to the graphical representation of the activity results framework provided as Attachment J.1. to this NOFO.

(b) Theory of Change and Assumptions

USAID/Nigeria hypothesizes that this goal can be achieved **IF**: (i) CSO capacity (managerial, financial, and advocacy) is enhanced; **AND** (ii) CSOs collaborate effectively with each other and with government; **AND** (iii) the CSO enabling environment is permissive (legislative, policy and practice); **THEN**: civil society can effectively engage citizens to influence government in key development reforms at national, state and local levels in Nigeria to improve public accountability, transparency, and sustainable service delivery.

The above theory of change is based on the following assumptions:

- (i) CSOs – That CSOs are committed to improving their own organizational capacity, willing to work with other stakeholders to engage government and its institutions in constructive dialogue to lead policy reforms to improve service delivery in critical sectors (health, education, economic growth) and are able to sustain these activities with local capacities and resources after SCALE;
- (ii) Government – That following the recent 2019 elections:
 - (1) Nigeria remains conducive for CSOs to influence reforms and policies in transparency, accountability and good governance in targeted sectors, and ensures an enabling environment for CSOs devoid of intimidation and harassment. This is particularly imperative given the recent reports by domestic and international election observer groups alluding to the exclusion of CSOs from collation centers, intimidation, arrest and detention of journalists by security agencies.
 - (2) Nigerian government will not introduce restrictive legislation and will continue to improve the legal and operational environment for CSOs to thrive.
 - (3) Government will work positively to address security constraints that hamper citizen participation in significant parts of the country experiencing conflict; and
- (iii) Citizens - That citizens remain committed to demanding accountability of public officials and sustain engagement with government through partnership with CSOs to advance development priorities.

The SCALE activity seeks to strengthen the financial, technical, management and advocacy capacity of CSOs/BMOs in Nigeria. This activity represents a Mission-wide approach to civil society strengthening in Education, Health, Water Sanitation & Hygiene (WASH), Governance (activities that improve accountability, transparency and good governance), Economic Growth, Countering Trafficking in Persons (CTIP), Curbing Child Early and Forced Marriage (CEFM), Curbing Sexual and Gender-Based Violence (SGBV) as well as inclusive participation in elections. Other sectors may be added based on USAID's directions. Some CSOs/BMOs may also receive accompanying or post-capacity building programmatic or advocacy grants to ensure that they can sustain their advocacy interventions beyond SCALE.

5. Lessons Learned from Past Programming

The following bullets describe lessons from the review of evaluation findings of past civil society activities, mid-term assessments, data quality assessment (DQAs), and reports from implementing partners based on the SACE Midterm Evaluation of 2016:

- CSOs were generally found to be committed to multi-stakeholder engagements and improved their capacity to reach other cluster members when they sought information and advocacy expertise. CSOs also increased their ability to engage in policy advocacy. While “1.0 capacity” (normally associated with strong management procedures that are assumed to lead to impacts) improved mostly among anchors, most CSOs—whether anchor or cluster—benefited from “2.0 capacity” advocacy-enhancing training that focused on CSOs’ ability to forge alliances, be sector leaders, and respond to constituents.
- Both EECSP and SACE activities strengthened the nature of public discourse and support for key democratic governance reforms. In the area of increasing participation in the electoral process, EECSP supported successful inclusion campaigns through NotTooYoungToRun and Access Nigeria while also mitigating election-related conflict in key hot spots through the Vote Not Fight campaign. In the area of increasing service delivery, the SACE approach has proven to be effective in influencing government policy development and implementation regarding vulnerable populations in addressing the basic educational needs of children (in Bauchi and Lagos), health challenges that threaten children and their mothers (access to essential maternal/child health primary services in Kaduna), and in expanding educational opportunities and access to accommodations for the disabled (Abuja, Akwa Ibom and Kwara States).
- Strengthening CSO capacity to develop sustainability plans, including acquiring fundraising capabilities, is key to ensuring development and growth in the sector.
- Follow-on programming could be expanded by including other national priority sectors, such as employment generation, housing availability, and access to clean water. These economic sectors have a major bearing on well-being, which would require CSOs’ intensified engagement with political leaders and government officials.
- Promoting a broader understanding among citizens of how to bring about policy change could fortify CSOs’ ability to advocate for better service delivery at all levels of government.

- Network mapping and analysis is one of the well-regarded components of SACE and is an indispensable tool to forge sectoral and regional alliances. While the anchor/cluster model has worked, a reformulated version of network mapping should strive to expand its thematic engagements by feeding into a national-level network of non-state actors with the capability to support regional and national-level policies around transparency, accountability, good governance, and the rights of vulnerable and marginalized groups. Likewise, a future tool should strive, through more elaborate mapping and engagement, to broaden the networks of grassroots CSOs. Future programmatic activities should give priority to engaging the traditional and long-standing networks of non-state actors. Their involvement, once equipped with 1.0 and 2.0 capabilities, could eventually revolutionize the practice of governance in Nigeria.
- Collaboration and cluster grouping of CSOs along thematic and sectoral lines are useful tools for networking and collaboration.

6. Relationship to Partner Country Programs

In August 2019, the Government of Nigeria (GON) established the Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development. The Humanitarian Affairs Department is charged with the responsibility of coordinating all humanitarian interventions for the Ministry. The department is also to mobilize and coordinate effective humanitarian actions in partnership with local actors (NGOs), International NGOs, United Nation Agencies, CSOs, development partners, and other MDAs that render assistance to vulnerable populations.

Prior to August 2019, there was no active civil society strengthening program or a system for supporting CSOs. However, the Federal Ministry of Women Affairs (formerly Federal Ministry of Women Affairs and Social Development) and its state equivalents as well as other ministries, departments and agencies (MDAs) regularly engage with civil society organizations and employ their technical expertise and support for various government social service programs. The Government of Nigeria however has specific agencies like the National Agency for the Prohibition of Trafficking in Nigeria (NAPTIP) that address Countering Trafficking in persons (CTIP). The applicants will propose strategies and tactics for host country engagement at the federal, state, and local levels.

7. Relationship to Other International Community Programs

The international donor community in Nigeria is the largest supporter of civil society despite the emergence of a few local foundations. Beyond USAID and the GON, this activity will collaborate with other development partners that are currently investing or planning to make investments in civil society strengthening interventions in Nigeria. These include the European Union's Agent for Citizen-driven Transformation (ACT) Program. The goal of ACT is to contribute to the achievement of sustainable development in Nigeria through enhancing the capabilities of CSOs and their role as independent development actors and drivers of change for sustainable development in Nigeria. By so doing, the Program will aim to strengthen selected

CSOs, networks and coalitions working in the three EU focal sectors; and appropriate, efficient and gender responsive civil society regulatory framework.

The Foundation for Partnership Initiatives in the Niger Delta (PIND), who were USAID partners in the recently concluded civil society activity helped to scale up interventions especially as it relates to business membership organizations in the Niger Delta. The UK Department for International Development also has the Deepening Democracy in Nigeria (DDiN2) to strengthen the democratic character of Nigerian political processes and outcomes by providing support to key electoral bodies, other relevant arms of government (such as the Legislature) and civil society organizations. The program is based on the premise that credible elections, an efficient legislature and the scrutiny of government performance by an informed society will motivate government to perform better and be more responsive to the needs and agitations of citizens. Others potential collaborators are Global Affairs Canada (GAC) and the private sector. SCALE is designed to respond to CSO needs, interface with other donors where there is a convergence and fill the gaps in terms of providing tools for measuring civil society impact on advocacy for reforms. The Recipient's approach is expected to complement these interventions especially that of ACT and DDiN2 and to avoid duplication. USAID will coordinate technical activities and approaches with its development partners who support civil society development programs to ensure synergies, promote a learning agenda, and maximize investments for meaningful and impactful change.

C. ACTIVITY DESCRIPTION

1. Overall Purpose

The proposed activity should strengthen the financial, management and advocacy capacity of local civil society organizations in Nigeria. Strong CSOs exercising their advocacy and oversight roles will create a more accountable, transparent, peaceful, and democratic Nigeria with more effective and efficient public service delivery.

To achieve this purpose, SCALE will strengthen CSOs and BMOs managerial, technical and advocacy capacities through the following activity components:

- (a) Component One – Improve CSO organizational capacity
- (b) Component Two – Enhance capacity for CSO advocacy, collaboration and management
- (c) Component Three – Improve the policy and regulatory environment for civil society
- (d) Component Four – Countering Trafficking in Persons (CTIP)
- (e) Component Five – Sector strengthening and advocacy

This activity will provide a basket of capacity strengthening interventions for five years, to CSOs working on health (population, nutrition, HIV/AIDS/TB), education, economic growth, inclusion, gender equality/women's empowerment, sexual and gender-based violence, child early and forced marriage, Countering Trafficking-in-Persons (CTIP), transparency and accountability

and other key sectors to improve the managerial and advocacy technical capacity of CSOs to drive policy change and greater public accountability. These interventions may include managerial and financial training for CSOs internal capacity strengthening, accountability and process strengthening, advocacy technical capacity to be able to design and implement activities, strong modalities to engage government and other stakeholders with evidence and solutions to key policy challenges.

2. Program Approach

Activities will be guided by a clear understanding of the context and dynamics of civil society in Nigeria with a logical sequence of proposed activities that take into consideration long-term sustainability beyond the life of the activity and USAID support to CSOs. Recipient is therefore expected to develop a set of targeted strategies that take into consideration the strengths and weaknesses of the target groups and propose selection criteria to assist in the decision-making process about which CSOs to work with directly. The Recipient will also put in place a flexible management system that will be able to support emerging CSO capacity needs and a diverse range of interventions suited to the profile of the different CSOs and their thematic focus.

3. Geographic Focus

This civil society activity will include targeted activities at the national and sub-national levels nationwide with particular focus on states with active USAID programs. Decisions concerning the level of intervention will be determined based on the reforms that are being addressed, CSO sectoral and participating technical office needs, outcomes of assessments, and the current technical focus of other USAID technical teams. Priority will be given to states with current and planned USAID investments and where the Mission's technical teams have program investments in health, education, good governance, and economic growth, respectively covering at least two thirds of states in Nigeria.

4. Activity Components

To achieve this purpose, SCALE will strengthen CSOs and BMOs managerial, technical and advocacy capacities through the following activity components:

4.1 Component One - Improve Organizational Capacity:

Improve the internal governance, procurement, finance and succession management processes of local CSOs and BMOs.

Many of the target organizations will require basic organization capacity skills defined in this activity as Capacity 1.0 which focuses on helping CSOs build strong management and operational procedures. 1.0 is a blended approach of “traditional” capacity building activities that focus on organizational strengthening and institutional capacity building and a holistic, politically informed model grounded in an accountability ecosystems approach and built around

CSO clusters (with an emphasis on collective impact) to drive advocacy for greater transparency and accountability. The range of activities will include governing board orientation and responsibilities, finance and budget oversight, fraud risk training, organizational strengthening, procurement and resource mobilization.

(a) Capacity 1.0. – Managerial, Financial and Institutional Strengthening for Sustainability.

The Recipient will:

- i. **Equip CSO staff** with basic program skills and best practices in financial management and procurement.
 - ii. **Build CSO leadership capacity** for strong internal governance to manage expectations, succession planning and not-for-profit growth.
 - iii. **Support CSO capacity to develop sustainability plans** and improve fundraising capabilities beyond donor funding and design their own strategic plans.
 - iv. **Strengthen CSO board structure** and organizational management for succession planning
- (b) Anticipated Results: Improved capabilities of CSOs for strong internal governance, financial and management capacity.
- (c) Illustrative Indicators:
- Number of USG-assisted CSOs trained on capacity 1.0.
 - Percentage of USG-assisted CSOs that demonstrate improved organizational (managerial and financial) capacity.
 - Number of USG-assisted CSOs with capacity to mobilize domestic and international resources for sustainability of interventions beyond USG funding.
 - Number of CSOs who are able to progress through a USG capacity/financial management assessment to assess USG funds directly.

4.2 Component Two – Enhance Capacity for Improved CSO Advocacy, Collaboration and Management:

Improved advocacy and networking among CSOs and BMOs to influence inclusive economic, democratic and development reforms that lead to equitable and sustainable growth and strengthened partnerships with the Nigerian government to promote and support reforms that improve transparency, accountability, and responsiveness of government institutions.

For those organizations that have demonstrated their internal ability for Capacity 1.0 skills, further organizational and advocacy strengthening can be offered under Capacity 2.0 which provides advocacy-enhancing training that focuses on CSOs' ability to forge alliances, be sector leaders, and respond to constituents. The 2.0 approach focuses on working with organizations to

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

create and promote engagement with other like-minded organizations and enhance their ability to adapt and function in a rapidly changing, complex environment and is described below:

- (a) **Capacity 2.0 Technical and Advocacy Capacity Strengthening:** *Enhanced capacity of CSOs and BMOs to hold government accountable to key policy, democratic and development reforms at all levels.*

The Recipient will:

- i. **Improve advocacy capacity** of CSOs/BMOs to push for policy reforms and hold government accountable for policy reforms in primary healthcare, population and nutrition, HIV/AIDS&TB interventions, basic education, anti-human trafficking, economic growth and governance, curbing gender-based violence, countering child early and forced marriage, etc. through:
 - a. Targeted training that improves their capacities to drive thematic goals
 - b. Targeted and hands on training/tools that develop skills for advocacy strategies and tactics to deliver on thematic results, including network mapping and analysis
 - ii. **Improve collaboration and engagement** through networking among CSOs and BMOs to initiate inclusive economic, democratic and development reforms that lead to equitable and sustainable growth; and strengthened partnerships among CSOs, BMOs, and the Nigerian government to promote and support reforms that improve transparency, accountability, and responsiveness of government institutions.
 - a. CSOs are trained to work collaboratively (for example in the anchor-cluster model piloted in SACE or similar approach) that helps them pool resources and share best practices using a collaborative learning approach.
 - b. CSOs use the anchor-cluster type or similar model to build alliances and develop networks to address national and subnational policy issues.
 - c. CSOs also form and expand networks and coalitions to challenge and influence key economic, democratic and development reforms across critical sectors.
 - iii. **Improve citizen/government engagement (and other stakeholders)** – through town hall meetings, opinion polling on state of infrastructure, policies and institutions as well as toll free numbers that encourage feedback and early response.
 - iv. **Initiate a higher-level Capacity 3.0** for organizations who have demonstrated adequate 1.0 and 2.0 skills to focus on capacity to provide technical support to develop other local CSOs, demonstrable sustainability and domestic resource mobilization skills beyond USAID or other donor funding.
- (b) Anticipated Results: CSOs mobilize, work together in networks using the citizen-led approach to drive policy issues and demand transparency, accountability and good governance across all sectors and thematic areas in health, education, economic growth

and governance, or others that may be identified, interfacing with government as partners in progress and at least two CSOs attain international standards required to receive direct funding over the life of the activity.

(c) Illustrative Indicators:

- Number of anchors, clusters and networks formed or strengthened during the activity
- Percentage of USG-assisted CSOs with capacity to mobilize domestic and international resources for sustainability of interventions beyond USG funding.
- Number of public policies introduced, adopted, repealed, changed or implemented consistent with citizen input (proxy measure)
- Number of citizen campaigns resulting in policy change

4.3 Component Three – Improve the Policy and Regulatory Enabling Environment for Civil Society

This activity will improve the legal and institutional framework that allows CSOs to thrive and encourage citizen engagement, discourse, and support for key democratic reforms. Particularly reforms related to transparency, accountability, good governance, sustainable development and sound policy initiatives like the Open Government Partnership (OGP). The OGP⁵ is a 2011 global commitment by government leaders and civil society advocates to promote accountable, responsive and inclusive governance. Seventy-nine countries and a growing number of local governments—representing more than two billion people—along with thousands of CSOs are members. Nigeria is a member currently implementing 14 commitments from its 2017-2019 Action Plan⁶. The activity will ensure that government support policies that promote permissive and enabling environment for civil society to thrive at all levels.

This activity will support the creation of a national directory for mapping CSOs in Nigeria along thematic and capability lines. It is difficult to estimate the total number of CSOs at the state and local levels, because CSOs register with various agencies or not at all. A public civil society directory would promote shared interests, strengthen networks and alliances among CSOs with similar policy or advocacy interests, and build a community of practice to share best practices, tools and other useful resources. It would also document the number of CSOs in Nigeria across thematic areas and might be a useful tool for donor planning and mapping of interventions.

The Recipient will:

- i. Review legal and institutional framework of CSO regulatory policies that affect citizen participation and engagement including but not limited to the NGO Regulatory Bill, Gender and Equal Opportunities Bill, Violence Against Persons Prevention Bill, Electoral Reform amongst others, identifying any key gaps.
- ii. Collaborate with CSOs to develop a Nigerian CSO self-regulation framework
- iii. Develop a Public National Directory of CSOs – capacity and thematic (advocacy skill set) mapping.

⁵ <https://www.opengovpartnership.org/about/>

⁶ <https://www.opengovpartnership.org/members/nigeria/>

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- iv. Convene national and zonal level dialogues with government, civil society and other stakeholders to address closing civic space threats.
 - v. Develop an effective and efficient media strategy - using conventional and new media - that documents and captures the gains of the activity as well as provides visibility for USAID/Nigeria investments.
 - vi. Reactivate (with a sustainability plan) the SACE Management Information System (MIS) which warehoused tools and resources and merge with those to be developed through SCALE as a CSO capacity resource platform.
- (a) Anticipated Results: CSOs operate in a non-restrictive environment that allow them to address governance issues and mobilize citizens to demand transparency, accountability and good governance across all sectors without restrictive regulations.
- (b) Illustrative Indicators:
- Number of entries on the national directory of CSOs
 - Number of public hearings/bills in parliament resulting in favorable outcomes for the civic space in Nigeria
 - Number of self-regulatory platforms of CSOs and BMOs in Nigeria
 - Improved CSOI ranking of Nigeria which is currently at an average of 4.0 out of a total possible score of 7.0 cross the seven criteria

4.4 Component Four – Countering Trafficking in Persons (CTIP)

According to the Department of State’s 2019 TIP Report, human traffickers exploit domestic and foreign victims in Nigeria, and traffickers exploit victims from Nigeria abroad. The Recipient is to incorporate a multi-faceted approach to address TIP by providing support to CSOs working on this issue with a focus on those working in the North on child trafficking with the Almajiri schools and/or with domestic servitude. Several CSOs are already working on changing deep cultural and socio-economic perceptions that drive trafficking and well as providing mental health and trauma healing services to trafficking survivors. The Recipient will support advocacy activities and ensure that civil society groups working on Countering Trafficking in Persons (CTIP) are empowered to act on TIP issues through CTIP service provision, advocacy on TIP related policy, and TIP CSO networking and collaboration with the National Agency for the prohibition of Trafficking in Persons (NAPTIP).

The Recipient will:

- i. Develop a collaborative approach on addressing this Objective with civil society partners that work on CTIP especially the civil society coalition on CTIP.
- ii. Strengthen the capacity of CSOs working on CTIP in Nigeria, with an initial focus on those working in the North⁷, employing the same capacities under components 1 and 2.
- iii. Strengthen Nigeria CTIP CSOs coordination with each other and with the GON via the Network of CSOs Against Trafficking, Labor and Abuse (NACTAL) and (NAPTIP).

⁷E.g. The Neem Foundation and Interfaith Mediation Center are noted as examples only.

iii. Provide sub-grants to targeted CSOs to support their CTIP efforts in Nigeria and scale up their interventions, especially around issues of child trafficking in regard to mental health/trauma support, social behavior change, advocacy, and awareness.

iv. The Recipient will work with build the capacity of CSOs to develop strategies for the protection of children and the reduction of the risk of trafficking and advocate for reforms that support government to improve their commitment to addressing TIP and in particular children and young people affected by TIP.

(b) Anticipated Results: Nigeria's anti-trafficking response is improved with increased CSO capacity, coordination, and service provision and greater awareness/understanding of TIP, improved collaboration between local CTIP CSOs, GON, and NACTAL and better public understanding of CTIP in Nigeria.

(c) Illustrative Indicators:

- Number of victims of trafficking-in-persons detected
- Number of people convicted for trafficking-in-persons
- Number of psychosocial support interventions provided for survivors
- Percentage of personnel from target security sector institutions, agencies, or departments trained to use survivor/trafficker identification guidelines with USG assistance
- Percentage of trafficking-in-persons reports that are investigated

4.5 Component Five – Sector Strengthening and Advocacy

This component will respond/adapt to current and emerging issues that civil society might confront with a particular focus on vulnerable populations, closing civic spaces and government failure. The recipient will work to strengthen civil society to better address vulnerable populations needs in Nigeria. Particularly, the activity will undertake research and provide subgrants to CSOs working on a range of advocacy issues including Countering Trafficking in Persons (CTIP); Child Early and Forced Marriage (CEFM) as well as Sexual and Gender-Based Violence (SGBV). The activity will also encourage the use of technology by local CSOs to respond to advocate for policy reforms, promote transparency and accountability and respond to development challenges.

a. Curbing Sexual and Gender-Based Violence (SGBV)

Violence against women and girls is one of the most prevalent human rights violations in the world. It knows no social, economic or national boundaries. Worldwide, an estimated one in three women will experience physical or sexual abuse in her lifetime. Gender-based violence undermines the health, dignity, security and autonomy of its victims, yet it remains shrouded in a culture of silence. Victims of violence can suffer sexual and reproductive health consequences, including forced and unwanted pregnancies, unsafe abortions, traumatic fistula, sexually transmitted infections including HIV, and even death.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The Recipient will support civil society activities or programs aimed at preventing and responding to GBV (which results in harm to women or men). This may include activities geared towards prevention, services for survivors, policy or protocol development, training, or other needs.

Anticipated Results: A reduction in the prevalence of sexual and gender-based violence, improved collaboration between stakeholders, improved citizen awareness on SGBV and improved support mechanisms for survivors by CSOs, government and other stakeholders.

Illustrative Indicators:

- Number of people reached by a USG funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other.)
- Percentage of target population that views Gender-Based Violence (GBV) as less acceptable after participating in or being exposed to USG programming.

b. Curbing Child Early and Forced Marriage (CEFM)

Child Early and Forced Marriage is one of the most critical gender disparities and constraints affecting USAID programming in Nigeria including crippling legal constraints, discriminations impacting women's economic empowerment in Nigeria (such as land inheritance practices and lack of access to credit); and widespread harmful traditional practices (such as widowhood abuse and female genital mutilation (FGM)).

On the global health and survival ranking, Nigeria ranked 187 out of 190 countries in 2018. Nigeria's 2015 maternal mortality ratio (per 100,000 live births) is 814 and its 2017 infant mortality rate (the probability of dying between birth and age 1 per 1,000 live births) is 65⁸. These figures can vary sharply across regions in the country with the North East recording a maternal mortality rate of over 1,549 deaths per 100,000 live births. Relevant to health considerations is the age of marriage and childbearing in Nigeria. According to the World Economic Forum (WEF) data, early marriage occurs among 33% of girls and young women between the ages of 15-19. The mean age at marriage for women in Nigeria is 21 years, but marriage age can vary drastically depending on geo-political zone – including ages as young as 10 years. Also, of importance in terms of health is the low contraceptive prevalence rate of 15% among married women (using any method), and the high adolescent fertility rate (births per 1,000 girls aged 15-19) of 113 in Nigeria.

The Recipient will therefore support civil society activities or programs that target prevention and response to CEFM (which results in harm to young women and girls) including activities geared towards prevention, services for survivors (of Fistula for instance), policy, implementation of laws and policies, training, or other needs.

Anticipated Results: A reduction in the prevalence of child early and forced marriage in Nigeria, improved collaboration between stakeholders, improved public awareness on the ills of CEFM

⁸ World Health Organization

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

and targeted advocacy to encourage parents and guardians to retain female children in school and delay marriage by CSOs, government and other stakeholders.

Illustrative Indicators:

- Percentage of married girls who have knowledge of their right to ask for an annulment of marriage and ways to ask for an annulment
- Number of community leaders who have implemented community bylaws that outlaw child marriage
- Percentage of community leaders who report having taken action against child marriage or in support of girls' rights
- Number of legal aid service organizations for married and unmarried girls within a specified geographic area
- Extent to which the State has ratified relevant UN Conventions salient to child rights protection
- Number of police stations that have established a system for reporting child marriages

c. Sub-Grants

The Recipient will provide sub-grants to selected CSOs to advance important policy initiatives, deepen independent oversight of public actions and funds, carry out focused and/or innovative services and research that experiment with new approaches to addressing development challenges in-country, promote a learning/research agenda amongst and for civil society, and potentially other targeted actions that USAID may determine. USAID/Nigeria will be involved in the selection of sub-grantees.

For example, the Recipient will:

- i. Provide sub-grants to CSOs/BMOs for advocacy, awareness-raising, innovative service delivery, and/or watchdog activities as well as other emerging priorities. These activities also serve to build CSOs' capacity to receive grants from other international and local partners to scale up activities and promote sustainability.
- ii. Provide for emergency short-term sub-grants that can cater for emerging issues, unplanned capacity deficits and innovations in the polity while addressing current realities e.g. closing civic spaces in Nigeria occasioned by restrictive laws and non-permissive environments. This activity is expected to be able to respond to innovative approaches or activities that can catalyze the much-needed traction for policy reforms or citizen participation and engagement.
- iii. Work with local CSOs to do advocacy for development differently by adapting global solutions to local realities. These solutions must be grounded in realities that are able to respond to emerging issues
- iv. Undertake a political economy analysis of the civil society landscape in Nigeria that looks at processes, resources and culture and develop a model that enable creative approaches to advocacy, sustainability and resource mobilization. The Recipient may also commission any other targeted research on any variety of issues including but not limited to CTIP, civil society capacities, closing civic spaces, politically restrictive environments,

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

domestic resource mobilization, restrictive social norms that limit women's leadership in the public and CSO space, and other innovative trends. Additionally, the activity will target women and youth-focused organizations working on cross-cutting issues that affect select populations. Certain, promising new programmatic approaches should be field tested when feasible.

The following are additional details regarding the grants program:

- The recipient must submit a Grants Manual, no later than 30 days after award, detailing the process for identifying, evaluating, vetting, awarding, and monitoring grant activities. The Grants Manual will be approved by the Agreement Officer.
- The Recipient must comply in all material respects with USAID's Automated Directives System (ADS) Chapter 303 (including mandatory and supplementary references) in awarding and administering grants.
- The total value of an individual grant to a U.S. organization must not exceed \$100,000.
- USAID retains the ability to terminate the grant activities unilaterally in extraordinary circumstances.
- Construction activities are not allowed under grants. The definition of construction is available here: <http://inside.usaid.gov/ADS/300/303maw.pdf>.
- The Recipient must not award grants to **host country (Nigerian) government entities** including, but not limited to, public universities, Ministries, Departments and Agencies.

All grants must be completed six months prior to the end of the project.

D. OTHER TECHNICAL CONSIDERATIONS

To ensure that the activity fully engages and maximizes the potential of women, youth and people with disabilities (PWDs), the activity will ensure their voices are incorporated in negotiation approaches, design and implementation of activities as appropriate. During program implementation, efforts will be made to ensure women, youth and PWDs are not just present but participate fully and given space to address their particular needs. Attention will be given to programming support for these target groups in the administration of activity sub-grants. The Recipient is expected to measure engagement and results using gender disaggregated data.

1. Gender Equality and Women's Empowerment

Nigeria ranks 106 out of 136 countries on the Global Gender Gap Index for 2018⁹. Women and men constitute approximately 50 percent equally of the estimated population of 200 million people living in Nigeria and contribute in many ways to national development (including producing approximately 75% of Nigeria's food for local consumption and export.) However, women are in the lowest income levels in most organizations and are predominantly in the informal sector of the economy and lack access to credit.

⁹ Global Gender Gap Report, 2018

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The 2019 Women in Politics Map¹⁰ places Nigeria at 181 out of 191 countries on its women in parliament ranking and 153 out of 178 on its women in ministerial positions ranking despite women making up half of the population. The United Nations measures the impact of country development strategies on women as a yardstick for sustainable growth and development. Women and girls continue to be at the center and focus of development programming and at the same time at the receiving end of development challenges. Unless development interventions are designed in such a way to respond to the needs of men and boys, women and girls, impact will continue to be low. Women in Nigeria are under-represented in leadership positions, economic activities, education and other key sectors of the economy.

This activity will engage CSOs with particular focus on women and girls to ensure activities that empower marginalized groups are mainstreamed into development programming and concerns as well as strengthen the capacity of such organizations to drive policy change that will improve the lives of women and girls, as well as men and boys. Women constitute a critical mass to be targeted in development programming.

Gender indicators and analysis are required for USAID activities and analysis in accordance with ADS 205, Integrating Gender Equality and Female Empowerment in USAID's Program Cycle. As such, this procurement is central to the Mission's effort to ensure that Mission activities identify and seek to remedy gender gaps, and report sex-disaggregated statistics. This implementer will review PMEL and AMEL plans to ensure that required gender indicators as specified in ADS 205.3.3 are included. The implementer will assess any disparate impact based on gender in any evaluations or assessments conducted. The Contractor shall also integrate gender equity and non-discrimination in its own hiring, contracting, and other operations, and support empowerment of women across Nigeria through its work.

Gender Equality and Women's Empowerment remains a priority for the U.S. Government's development assistance. USAID/Nigeria's 2015 - 2020 Country Development Cooperation Strategy recognizes the importance of addressing unequal access to education, employment, healthcare and economic resources. Although the Government of Nigeria has a gender policy and a framework to address gender gaps and barriers, discrimination continues to impede women's progress in all sectors, especially in decision-making. Culture and traditions continue to comprise the building blocks that fuel gender stereotyping and gender discrimination. In response, USAID is helping the Nigerian people narrow gender gaps in areas such as education, health, political participation, and economic empowerment.

According to the 2014 Gender Analysis for Strategic Planning Report¹¹, there was evidence of an overall good level of gender integration across the board for most planned program activities (across sectors), with some areas lacking in terms of consistency in the sex-disaggregation of people-level indicators and groups (such as youth), as well as some room for improvement in terms of the inclusion of gender considerations when programming for planned studies. There was evidence of some planned activities with a specific emphasis on the empowerment of

¹⁰ UN Women in Politics Map, 2019

¹¹ USAID Nigeria Gender Analysis for Strategic Planning Final Report, 2014

women and girls, but it was limited. In addition to addressing the prevalence of Sexual and Gender-Based Violence (SGBV), SCALE will prioritize capacity building of CSOs to develop innovative approaches that promote gender equality and women's empowerment, curb child, early, and forced marriage and trafficking-in-persons.

2. Youth

Considering the burgeoning demographic statistics of Nigeria with over 50% of the estimated 200 million Nigerians falling below 35 years, and with all-time high unemployment and underemployment, youth participation across all of the Mission's sectors is critical for the development of Nigeria.¹² Youth must be empowered to see themselves as active citizens and participants in the civil society movement. Nigeria ranks 0.39 (1 being the highest) on The 2017 Global Youth WellBeing Index¹³, and ranks equally low on the index's seven domains. The five lowest ranking countries including Nigeria are Russia, Egypt, India, and Saudi Arabia.

Youth engagement is a specific performance criterion. The Recipient must ensure participation of (to the maximum extent possible) youth groups in all its activities.

3. People with Disabilities (PWDs)

It is estimated that about 13.5 percent of Nigerians (around 27 million) have some form of physical impairment – a population equivalent to the size of Cameroon. Access Nigeria Campaign, a project of Inclusive Friends Association (IFA), maintains that this figure is growing every day and therefore it is critical to institutionalize inclusive development in Nigeria.¹⁴

PWDs form a critical mass of Nigeria's population hence all forms of discrimination and hindrances restricting their ability to participate in development, democracy and governance processes must be removed. Inclusive development is imperative for development programming to have meaningful impact.

The Recipient, through the Agreement Officer's Representative (AOR), will consult to the Mission's other technical offices to leverage their activities or partner with them for possible livelihood opportunities relevant for youth and other vulnerable populations.

4. Conflict Sensitivity - Do No Harm

As conflict mitigation is a core theme of the USAID/Nigeria Country Development Cooperation Strategy (CDCS, <https://www.usaid.gov/nigeria/cdcs>), the Mission expects that improved civil society capacity to advocate for good governance and improved service delivery of public services in a Do No Harm approach and the incorporation of conflict mitigation strategies and tools will also contribute to reducing the potential for violent conflict and violent extremism in targeted states. The Recipient must ensure conflict sensitivity and the Do No Harm approaches

¹² National Bureau of Statistics (Nigeria)

¹³ Global Youth WellBeing Index, 2017

¹⁴ Inclusive Friends Association

are incorporated during implementation of SCALE activities and take into account the context of conflict and insurgencies across Nigeria.

5. Focus on Replicability, Scalability, and Sustainability

Emphasis will be on programs that have concrete evidence of sustainability and have scalable qualities that can be replicated in other communities. The activity's Monitoring, Evaluation and Learning (MEL) Plan will include methodologies for identifying successful activities, programs or structures in the first two or three years of implementation that can be scaled up and/or replicated and ensure that civil society grantees or partners are able to continue the implementation beyond the life of the project and USAID funding. The Recipient will adjust its activities to address emerging realities in the civil society sector as needed.

(a) Replicability

The Recipient may replicate an activity that has proven to be successful in other communities. However, consideration must be given to cultural, regional and religious affinities in replicating activities. Although civil society advocacy work share commonalities across Nigeria, there may be some differences that would require regional adjustments to the activities.

(b) Scalability

The Recipient will reach out to as many stakeholders and groups that the activity funding may allow, work with relevant state government agencies, and foster partnerships with the private sector and civil society organizations, to scale up activities and increase impact. In order to reach out to more beneficiaries, SCALE is expected to identify specific activities and advocacy strategies including innovative approaches that have proven to be successful and cost effective elsewhere and can be scaled up such as outcome harvesting and policy trackers.

(c) Sustainability

SCALE will build the capacity of civil society organizations and their advocacy stakeholders in promoting key policy reforms for long term impact beyond the life of the activity. In achieving this goal, the Recipient will work with and encourage the formation of strong structures and networks of local civil society organizations to form a community of practice and work towards domestic resource mobilization.

6. Security

The U.S. Department of State's travel advisory for Nigeria is found at:

<https://travel.state.gov/content/travel/en/traveladvisories/traveladvisories/nigeria-travel-advisory.html>

Please check this information on a regular basis, as the advisory is updated as appropriate.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The Recipient will be responsible for its own security under this agreement and will employ a security profile that is culturally appropriate as well as cost-effective. The Recipient is required to provide communications, and transportation of material, personnel and equipment to work sites unless otherwise specified in the award. In addition, the Recipient is responsible for maintaining the security of its personnel, materials and equipment commensurate with the circumstances involved. All employees of the Recipient must meet the requirements of their worksite which may include background checks, security/restricted area clearance, drug-free workplace, safety training and/or other inspections/requirements.

The Recipient may also utilize the Partner Liaison Security Operations (PLSO) Project of USAID as a resource which is available to support IP security architecture. The PLSO provides consistent and appropriate level of safety and security support for the Agency's Implementing Partners (IPs). The PLSO serves in a coordinating and information sharing role helping to disseminate open source information and promote security best practices amongst USAID partners.

7. Local Capacity Building

This activity will not use host country government financial systems, considering the need for civil society organizations to be independent of government institutions while promoting transparency and accountability. The activity will support USAID local capacity development ideals by working to build incrementally stronger and more sustainable Nigerian institutions, both governmental and non-governmental.

To achieve long-term, sustainable development, USAID must support local organizations, including civil society organizations and Nigerian private sector firms to build indigenous capacity, consistent with USAID's Journey to Self-Reliance (J2SR) initiative. The offeror is strongly encouraged to engage to the maximum extent possible with local implementing partners to carry out the objectives of this contract. Special consideration will be given to the offeror's ability to assess and remedy MEL capacity gaps among USAID's partners as well as the offeror's own local partners. The offeror should build the ability of local firms to eventually take over MEL and CLA assistance to USAID/Nigeria, the government of Nigeria, and other development partners.

8. New Partnership Initiative (NPI)

The Recipient is expected to consult USAID's New Partnership Initiative (NPI)¹⁵ in its engagement with local partners and grantees in this activity. NPI will foster work with a more diverse range of partners and provide more entry points for organizations to work with the Agency by prioritizing programs that show measurable impact, incentivize reform, diversify our partner base, foster local capacity-building, and mobilize their own domestic resources.

¹⁵ <https://www.usaid.gov/npa>

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

To end the need for foreign assistance, USAID must focus on building self-reliance — defined as the ability of a country, including the government, civil society, and the private sector, to plan, finance, and implement solutions to solve its own development challenges. This approach must be the cornerstone for how USAID’s awards and country partnerships are oriented. In support of this, one of USAID’s priorities is to make it easier for the Agency to invest in new and underutilized development actors, based on the belief that a larger and more diverse partner base will expand the available ideas, capabilities, and networks to address shared development challenges.

USAID’s Effective Partnering and Procurement Reform (EPPR) process, launched as part of the Agency’s Transformation, has sought to identify concrete opportunities for working with, and investing in, a broader cross-section of development actors, being more responsive to partners’ ideas, and leveraging better the large amount of private development assistance into which the Agency has little visibility.

NPI will increase USAID’s programmatic impact, based on more collaborative and adaptive partnerships, and improve measurable outcomes at the country level through the following: 1) Leveraging private development assistance to respond to the Administration’s priorities and strengthen long-term partners for the Journey to Self-Reliance; 2) Equipping and empowering new and underutilized development partners to maximize the impact of American tax dollars; 3) Supporting solutions to near- and long-term Administration priorities that will advance the President’s National Security Strategy and support the Foreign Assistance Realignment; 4) Identifying development solutions that will be country- and partner-driven for maximum long-term impact; and 5) Creating incentives for expanding and diversifying USAID’s partner base so that we help to equip and fund more local and locally established partners to support country-level progress.

9. Journey to Self-reliance

USAID’s journey to self-reliance (J2SR) approach recognizes the need to build the capacity of the country, including the government, civil society, and the private sector, to plan, finance, and implement solutions to solve its own development challenges, in order to end the need for foreign assistance. USAID J2SR envisions two closely related elements:

- A country's government's commitment through its laws, policies, regulations, and actions supports its ability to solve its development challenges; and
- The capacity of the government to combine its political will, social and economic viability to drive change.

At the core of every USAID program is the vision to support country governments on their journey to self-reliance. By programming within local context, using local partnerships, USAID can accelerate a country’s J2SR. The Recipient is expected to propose innovative ideas to engage local partners, build their capacity, and transition activities to them at the end of the activity. These ideas should include strengthening their financial management capacities to access USG

funding and bid for grants as well as other donor funding while constantly carefully considering local context and institutionalization of proposed approaches.

10. Private Sector Engagement (PSE)

Nigeria has one of the largest economies in Africa and an estimated 190 million people – all of which represents tremendous potential for leveraging the private sector to help achieve the Mission’s goals. The United States Government, through the U.S. Agency for International Development (USAID) invests about \$800 million dollars annually in bilateral development foreign assistance and humanitarian assistance programs in Nigeria. The USAID/Nigeria Mission has a diverse and robust portfolio consisting of health, education, economic growth (agriculture, power, and water, sanitation and hygiene services), and democratic governance and conflict mitigation programs.

The recipient will pursue a Private Sector Engagement (PSE) approach that leverages on the capacities, skills and financial resources of the private sector to advance civil society advocacy in Nigeria to increase development impact in Nigeria through PSE. The Recipient is expected to design a Private Sector Action Plan or Strategy describing how private sector can be best integrated into all phases of their work to:

- (a) Leverage financial and non-financial support including in-kind assistance (technology, human capital, innovation, advocacy for good governance, and facilitation of enabling environment).
- (b) Pursue new partnerships with the private sector,
- (c) Deepen strategic partnerships with new former and existing USAID private sector partners.

Illustrative Indicators:

- (a) Number of PSE key planning documentation developed by IPs to engage with the private sector.
- (b) Number of PSE events held by IPs with private sector entities to facilitate partnership conversations
- (c) Number of private enterprises invited to PSE events organized by Mission directly or IPs

11. Transition Strategy

Given that sustainability of targeted results and outcomes is a goal of all USAID programs, a key measure of success under this activity will be the extent to which local CSOs and BMOs are strengthened so that systems are more sustainable and able to transition away from donor dependence. Key goals will include achievement of sustainability through building local capacity to sustain advocacy beyond the life of the SCALE Activity. Local stakeholder engagement will be central to design, implementation, and technical activities at the state level.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The Recipient will undertake capacity building efforts for these local organizations to provide activity implementation, with strengthened financial and reporting systems. Assistance will also be directed toward the support of transition awards, which Missions may choose to issue subsequent to this Activity as described in ADS 303.3.6.5.b(3). This activity will therefore require robust measurement of progress toward true sustainability, and transition of follow-on work to local organizations. Key features will include concrete demonstration of local capacity building and dedicated funding to local organizations, with a scaling up of local organization use for implementation over the life of the project. It is expected that by the end of the period of performance of this Activity, approximately 20 percent of the Recipient's work (i.e. 20 percent of the total estimated cost of this Activity) will be implemented by local organizations either through grants, cooperative agreements, or fixed award amount grants.

12. Coordination & Collaboration with other USAID activities

The SCALE activity will be a mission-wide approach to civil society programming offering capacity strengthening and sub-grants to civil society organizations. In the past and currently, some of the Mission's technical teams address CSO programming independently but this has led to uneven, difficult to measure capacity of the CSOs that USAID supports.

To address this deficiency, both the previous SACE activity and the Electoral Empowerment of Civil Society Program (EECSP) included components of institutional capacity building in their awards. Other USAID/Nigeria technical offices in Health, HIV/AIDS & TB, Education, and Economic Growth have also incorporated or currently show interest to include CSO capacity strengthening into their programming realizing the importance of a strong advocacy base to influence policy reforms and promote accountability. One of the three objectives of EECSP was institutional capacity building and the EECSP Consortium included World Learning that focused on this type of assistance to EECSP sub-grantees, a function that was later served by KPMG. As capacity and sustainability remains a key challenge of the CSO sector overall, a program dedicated to capacity building available to all CSOs, rather than integrating this objective into sector (or sub-sector) specific programming, may be a more appropriate approach for providing across-the-board support to CSOs regardless of their sector focus. This activity is encouraged to take lessons learned from these experiences and provide tailored capacity strengthening interventions to CSOs who work on elections.

Additionally, it is anticipated that SCALE will interface with the Mission's planned, new sub-national governance activity State Transparency, Accountability and Effectiveness (State2State). State2State is designed to increase the effectiveness, accountability and transparency of selected state and local governments (LGAs) in Nigeria by strengthening systems to improve the delivery of services in key sectors (basic education, primary health care, and water, sanitation and hygiene - WASH); increasing the efficiency of key governance operations (with focus on public financial management and procurement, monitoring and evaluation); increasing government's responsiveness to citizen needs and priorities; and improving government and CSO capacity to manage conflict.

E. MONITORING, EVALUATION AND LEARNING (MEL)

1. Monitoring and Evaluation

USAID policy ([ADS 201.3.5](#)) requires each implementation mechanism to have a strong monitoring and evaluation plan that incorporates a continuous learning approach. The Contractor will define the learning agenda in order to fill gaps in technical knowledge and inform adjustments during implementation and how learning will be applied to adaptive management. The Agreement Officer's Representative (AOR) will work with the Program Office and the Mission's Monitoring, Evaluation and Learning Contractor to plan for and commission evaluations. Stakeholders, including beneficiaries, host country partners, implementing partners, other USAID and U.S. Government entities, may be engaged to inform the development and prioritization of evaluation questions. Evaluations may be mid-term, final, or conducted at any time as appropriate. This may include a mix of both required and non-required external evaluations and will be consistent with the Agency's Evaluation Policy.

External Evaluation: USAID/Nigeria will conduct an external evaluation to assess progress toward the objectives, and achievement of the annual targets at the appropriate time and as needed.

Suggested evaluation questions: Illustrative evaluation questions will include:

- To what extent has the activity achieved its stated five objectives?
- What is the current capacity ranking of the local CSOs partners?
- To what extent have the local civil society partners advocated for policy reforms during the activity?
- What strategies and practices worked best to sustain interventions beyond USAID and other donor funding to mobilize domestic resources for civil society activities in Nigeria?

USAID/Nigeria will fund evaluation of this Activity.

2. Collaboration, Learning and Adapting (CLA)

USAID/Nigeria is committed to evidenced-based programming and reporting. The Mission is also committed to incorporating learning into all aspects of its programming through a variety of means from assessments, portfolio reviews, data analysis, etc. The Recipient will be required to advance an effective Collaborating, Learning, and Adapting (CLA) culture that involves strategic collaboration, continuous learning, and adaptive management using innovative approaches to improve the activity's development outcomes. CLA approaches to development include collaborating intentionally with stakeholders to share knowledge and reduce duplication of effort, learning systematically by drawing on evidence from a variety of sources and taking time to reflect on implementation, and applying learning by adapting intentionally. The awardee will be required to work with the Mission, its implementing partners, international donors, and other

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

stakeholders to foster and advance and effective CLA culture. The awardee is expected to bring innovative CLA approaches to aid the Mission in improving development outcomes.

The Contractor must collaborate with USAID/Nigeria and its MEL contractor to further the Mission's and the Agency's learning regarding programming. Illustrative learning questions may include:

- To what extent has the activity used learning outcomes to inform activity implementation?
- How have the local CSO partners used learning from the activity to improve their organizational management and advocacy?
- What might the activity have done differently given the technical capacities?

F. AUTHORIZING LEGISLATION

1. This award is authorized in accordance with the Foreign Assistance Act of 1961, as amended. The resulting award will be subject to 2 CFR 700 <https://www.gpo.gov/fdsys/pkg/FR-2015-09-17/html/2015-23419.htm>, and 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards <https://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>.
2. The following standard provisions will be included in any award to a U.S. entity, and any proposed Non-US sub awardees, resulting from this RFA.

Standard Provisions for US Non-governmental Recipients available at <https://www.usaid.gov/ads/policy/300/303maa>

Standard Provisions for Non-US Non-governmental Recipients available at <https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>

[END OF SECTION A]

SECTION B – FEDERAL AWARD INFORMATION

1. Estimated of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide **\$30,000,000 to \$33,000,000** in total USAID funding over a five (5) year period.

Out of this total estimated funding, the applicant is expected to implement activities consistent with the allocations below:

- (a)** Up to \$2.5 million to address Countering Trafficking in Persons (C-TIP)
- (b)** Up to \$2 million to address CEFM
- (c)** Up to \$2 million for SGBV initiative
- (d)** Up to \$10 million for subgrants activities.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be **August 31, 2020**.

3. Substantial Involvement

Award under this NOFO will be a cooperative agreement. Potential applicants should note that USAID policy prohibits the payment of fee/profit to the recipients under assistance instruments.

Consistent with ADS 303.3.11, USAID/Nigeria will be substantially involved in the implementation of this Activity. The intended purpose of the Agreement Officer's Representative (AOR) involvement during the implementation of the program is to assist the recipient in achieving the supported objectives. It is expected that the Agreement Officer will delegate the following approvals to the AOR:

(a) Approval of the Recipient's Implementation Plan

USAID will approve annual work plans and the life-of-project exit strategy, and any subsequent revisions. If the AO has delegated authority to the AOR to approve implementation plans, the AOR must review the agreement's terms and conditions to ensure that changes to the terms and conditions are not inadvertently approved by the AOR.

(b) Review and Approval of Stage of Work

USAID will review and approval of one stage of work, before work can begin on a subsequent stage during the period covered by the cooperative agreement.

(c) Review and Approval of Substantive provisions of proposed subawards or contracts

The Agency's review and approval of substantive provisions of proposed subawards or contracts (see definitions in 2 CFR 200). These would be provisions that go beyond existing policies on Federal review of recipient procurement standards and sole-source procurement. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for subawards or contracts that go beyond existing policies on Federal review of grantee procurement standards, it must specifically state such Agency involvement in the substantial involvement provision of the agreement.

(d) Approval of Specified Key Personnel

USAID may designate as key personnel only those positions that are essential to the successful implementation of the Recipient's program. USAID's policy limits this to a reasonable number of positions, generally no more than five positions or five percent of Recipient employees working under the award, whichever is greater. This does not include provisions in assistance instruments for the participation of a named Principal Investigator for research projects.

(e) Agency and Recipient Collaboration or Joint Participation

When the Recipient's successful accomplishment of program objectives would benefit from USAID's technical knowledge, the AO may authorize the collaboration or joint participation of USAID and the Recipient on the program. There should be sufficient reason for Agency involvement and the involvement should be specifically tailored to support identified elements in the program description. When these conditions are met, the AO may include appropriate levels of substantial involvement such as the following:

- i. Collaborative involvement in selection of advisory committee members, if the program will establish an advisory committee that provides advice to the Recipient. USAID may participate as a member of this committee as well. Advisory committees must only deal with programmatic or technical issues and not routine administrative matters.
- ii. Concurrence on the substantive provisions of sub-awards. 2 CFR 200.308 already requires the Recipient to obtain the AO's prior approval for the sub-award, transfer, or contracting out of any work under an award. This is generally limited to approving work by a third party under the agreement. If USAID wishes to reserve any further approval rights for sub-awards or contracts, it must clearly spell out such Agency involvement in the substantial involvement provision of the agreement.
- iii. Approval of the Recipient's Activity Monitoring, Evaluation, and Learning (MEL) Plan.

- iv. Monitor to authorize specified kinds of direction or redirection because of interrelationships with other projects. All such activities must be included in the program description, negotiated in the budget, and made part of the award.

(f) Agency Authority to Immediately Halt a Construction Activity (if applicable)

USAID may include the statement “The AO may immediately halt a construction activity if identified specifications are not met.” In such cases, the AO must also attach the identified specifications to the award when it is being executed. Any material changes to the specifications must be treated as an amendment to the award.

An award shall be made only when the Agreement Officer makes a positive determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID. For organizations that are new to USAID, or organizations with outstanding audit findings, it may be necessary to perform a pre-award survey in accordance with ADS 303.3.9 and ADS 591.3.4.2.

(g) Agency Monitoring to Permit Specific Kinds of Direction or Redirection of work

USAID may monitor to permit specific kinds of direction or redirection of the work because of the interrelationships with other projects or activities. All such direction or redirection must be within the program description budget, and other terms and conditions of the award.

(h) Agency Operational Involvement to Ensure Compliance

Direct USAID operational involvement or participation to ensure compliance with statutory requirements such as civil rights, environmental protection, and provisions for the handicapped that exceeds the Agency’s role that is normally part of the general statutory requirements understood in advance of the award.

4. Authorized Geographic Code

The authorized USAID Principal Geographic Code for the procurement of commodities and services under this award is 937, defined as the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source. Procurement of vehicles and pharmaceuticals and other restricted commodities are subject to the limitations in 22 CFR 228, ADS 312, and ADS 310 and may require a waiver or Agreement Officer’s approval.

For accurate identification of prohibited sources, please refer to 22 CFR 228 and Automated Directive System (ADS) 310 entitled “Source and Nationality Requirements for Procurement of Commodities and Services Financed by USAID.

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the Recipient under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the Strengthening Civic Advocacy and Engagement (SCALE) activity which is authorized by Federal statute. The successful Recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The Recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

6. Selection of Instrument

- (a) The result of market research identified potential recipient capable of satisfying some portion of the agency's requirement and were identified using the market research techniques such as checking the field support database to identify applicants.
- (b) The principal purpose of the recommended instrument (cooperative agreement) is to transfer a thing of value (Federal Financial Assistance) to the recipient to carry out a public purpose of support or stimulation authorized by law (the Foreign Assistance Act of 1961, as amended, and other authorities as provided in annual appropriation). The rational choice of the USAID/Nigeria, Peace Democracy and Governance Office, best suites the transaction contemplated, and is the appropriate legal instrument to create the intended relationship (grantor-grantee) as substantial involvement is envisioned. It is also consistent with the discretion and the flexibility afforded to the Agency by the FGCAA, FAA, and ADS Chapter 304.
- (c) The objective of the SCALE Activity is to support CSOs and BMOs across all of USAID/Nigeria's programmatic sectors with a basket of managerial, business strengthening, and advocacy capacity-building interventions aimed at advancing Nigerian CSO sustainability combined with targeted grants to advance mutually agreed upon priorities. The activity is designed to enhance local civil society organizations' ability to be positive and responsible change agents in Nigeria. Applicants are encouraged to form partnerships or consortiums, including with non-traditional USAID partners to implement the proposed activity.
- (d) This is a new activity and therefore is not a change in instrument type.

7. Title to Property

Property title under the resultant agreement(s) will vest with the Recipient in accordance with the requirements of 2 CFR 200.313, or with the Cooperating Country consistent with Required as Applicable Standard Provisions contained in the award.

[END OF SECTION B]

SECTION C - ELIGIBILITY INFORMATION

1. Eligible Applicants

Qualified U.S. and non-U.S. organizations (other than those from foreign policy restricted countries) are eligible to apply under this NOFO. Potential for-profit Applicants should note that, in accordance with 2 CFR 200.400(g), profit, which is any amount in excess of allowable direct and indirect costs, is not an allowable cost for Recipients of USAID assistance awards and cannot be part of the activity budget. However, the prohibition against profit does not apply to procurement contracts made under the assistance instrument when the Recipient procures goods and services in accordance with the Procurement Standards found in 2 CFR 200.317 to 326.

Eligibility for this NOFO is not restricted.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

Applicants must have established financial management, monitoring and evaluation processes, internal control systems, and policies and procedures that comply with established U.S. Government standards, laws, and regulations. The successful Applicant(s) will be subject to a responsibility determination assessment (possibly including a pre-award survey) by the Agreement Officer (AO).

The Recipient must be a responsible entity. The AO may determine a pre-award survey is required to conduct an examination that will determine whether the prospective Recipient has the necessary organization, experience, accounting and operational controls, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award.

2. Cost Sharing

No cost-sharing (matching) is required hereunder.

3. Other Eligibility Criteria

All applications received by the deadline will be reviewed for responsiveness and programmatic merit in accordance with the specifications outlined in Section D below. Applications should respond directly to the terms, conditions, specifications and provisions of this NOFO (including all portions of the program description). Applications that do not meet the requirements of this NOFO will not be considered for award.

[END OF SECTION C]

SECTION D - APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

Name: Cheryl Hodge-Snead
Title: Agreement Officer
Email: chodge-snead@usaid.gov
Mail Address: N/A

and

Name: Faruk Sulaiman
Title: Agreement Specialist
Email: fsulaiman@usaid.gov
Mail Address: N/A

2. Questions and Answers

Questions regarding this NOFO should be submitted to abujasolicitations@usaid.gov and a copy to fsulaiman@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Preparation of Applications:

Each Applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

alternate contact person (by name, title, organization, mailing address, telephone number and email address);

- Program name;
- Notice of Funding Opportunity number;
- Name of any proposed sub-recipients or partnerships (identify if any of the organizations are local organizations, per USAID’s definition of ‘local entity’ under ADS 303).

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the Applicant must be accompanied by evidence of that agent’s authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

Applications must comply with the following:

- (a) Technical applications may not exceed 20 pages, excluding attachments and annexes, and must be on 8.5 by 11 inch or A4 size paper, single spaced, 12-point font with one-inch margins on all sides and tabs for ease of reference to each section.
- (b) If applications contain text boxes, they must also be in no less than 10-point font, as to not unduly interfere with readability.
- (c) The Cover letter, Cover page, Tabs/dividers, Table of Contents, Acronym list, Executive Summary, and Attachment do not count against the 20-page limitation. Any page in the technical application that contains a table, chart, or graph, not otherwise excluded above, is subject to the page limitation.
- (d) All information from appendices must be referenced in the technical application and summarized and included in the attach section. All critical information from appendices/attachment clearly identified and summarized in the technical application will be evaluated as part of the basis of award.
- (e) Additional documentation beyond the 20-page limit and the referenced attachments will not be read or evaluated by USAID.
- (f) Budget Narrative: Accompanying budget notes/narrative must explain the basis of all unit costs in each line item. The explanation must identify the factors upon which each estimate is based and show the arithmetic in reaching the cost figure.
- (g) The budget should be submitted in MS Excel format (software versions 2003 or newer). The Excel spreadsheet cells must be “unprotected”, and must not be zipped to

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

allow USAID to view all formulas and calculations by line item. See Annex #1 for a Budget Format of this NOFO.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered/may be considered at the discretion of the Agreement Officer. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt date and time/confirmation from the receiving office/certified mail receipt.

Applications must be submitted by email to abujasolicitations@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email or indicate in the file name that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that e-mail is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/Nigeria cannot guarantee their acceptance by the Internet server. File size must not exceed 10MB limit per email.

5. Technical Application Format

The technical application must be concise, comprehensive, and responsive to the instructions contained herein. Applicants must take into account the merit review criteria in Section E of this NOFO. The technical application must clearly demonstrate how the proposed approach will meet the goals and all objectives of the activity and fulfill the Applicant's program implementation responsibilities.

The application must contain information that demonstrates the Applicant's understanding of the program description and must be prepared in such a manner as to enable the review committees to make a thorough evaluation and arrive at a sound determination of whether the application responds to the NOFO.

Unnecessarily elaborate brochures or other presentations beyond those sufficient to present a complete and effective application in response to this NOFO are not desired and may be construed as an indication of the Applicant's lack of cost consciousness. Elaborate artwork and expensive visual or other presentation aids are neither necessary nor wanted.

The format and presentation of technical approach is below:

- (a) Cover Letter;
- (b) Table of Contents;
- (c) Executive Summary;
- (d) Technical Approach;
- (e) Monitoring, Evaluation and Learning Plan;
- (f) Management Plan and Institutional Capability;
- (g) Key Personnel and Staffing Plan; and,
- (h) Attachments as applicable: (do not count toward 20-page limit)
 - Draft Environmental Mitigation and Monitoring Plan;
 - Draft Activity Monitoring, Evaluation and Evaluation Plan (AMELP);
 - Organizational Chart(s);
 - Staffing Plan including skills matrix;
 - Key Personnel Position Descriptions;
 - Key Personnel CV/Resumes;
 - Key Personnel Letter of Commitment;
 - Letters of Commitment from Sub-Awardees (if any)
 - Past Performance Information; and,
 - Security Operational Plan.

NOTE: Applicants will determine the type of information to be submitted as attachments to their technical application in response to the instructions provided in the NOFO. The list provided above is not all-inclusive.

(a) Cover Letter (does not count against 20-page limit)

Include the Applicant's name submitting the application and the organization's DUNS number. Major sub-awardees (hereafter referred to as "subs") must be clearly identified, along with their DUNS numbers; major subs are defined as those expected to perform at least 20 percent of the Applicant's total proposed budget, or a prominent part of the technical effort. Include a contact person for the application, including his/her name (both typed and signed), title or position with the organization, address, telephone, and email address. Also state whether the contact person is the authorized representative with authority to negotiate the award, and if not, that person should also be clearly identified.

(b) Table of Contents (does not count against 20-page limit)

The Technical Application will contain a Table of Contents with page numbers indicated.

(c) Executive Summary (not to exceed 2 pages, does not count against 20-page limit)

The executive summary describes the basic elements of the technical application. This section must include a problem statement, goals and objectives and summarize the key elements of the Applicant's strategy, approach, methodologies, management, personnel and implementation plan.

(d) Technical Approach - [See Section E.2.a.1]

(a) Implementation Approach

(1) The implementation approach must demonstrate an in-depth understanding of the development challenges, gaps, and opportunities in the Nigerian civil society setting, outline specific activities and explain how the proposed activities would help achieve the SCALE Activity objectives. The application must articulate clear assumptions and hypotheses underlying the strategy, demonstrating logical linkages between the required technical components that convincingly demonstrate the program's goal to strengthen the technical, managerial and advocacy capacity of civil society organizations (CSOs). The implementation approach must demonstrate (1) analytical depth, clarity, and responsiveness to the RFA, (2) state-of-the-art technical knowledge, innovation and creativity, and (3) feasibility of proposed strategies and proposed impact. Applicants must present the following for each component:

- An overview of the proposed interventions.
- An innovative yet realistic approach that is most appropriate and sustainable in the context of Nigeria.
- A detailed outline of the methodology that will be used to implement the proposed interventions.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- An analysis of anticipated implementation challenges.
- A summary of expected outputs with their expected impact, using indicators that will be used to track progress towards the anticipated results.

(2) Throughout the application, the Applicant must describe how cross-cutting issues and other technical considerations described in Section B of this RFA are applied, and integrated into the Applicant's proposed technical approach, methodology, interventions, performance targets and results throughout implementation of the award.

(3) The Applicant must highlight the nature of engagement and collaboration to promote sustainability and demonstrate how CSOs will influence legislation, policies, and service delivery reforms at national and subnational levels in Nigeria. Applicant's approach to coordination and collaboration with other stakeholders must be described.

(4) The applicants will propose strategies and tactics for host country engagement at the federal, state, and local levels.

(b) Sustainability Plan

(1) The Applicant must demonstrate how the implementation plan has built in measures to assess and support sustainability of the overarching program goals and desired outcomes for the SCALE Activity. The plan must also include a strategy to maximize the use of available resources to achieve the greatest and most lasting results, including innovation and pragmatism in response to considerations in the Program Description, and a clear plan for potential sub-awards, if any. Specifically, the application must demonstrate knowledge of existing CSO strengthening programming, and how to build on this to further increase capacity and progress towards sustainability.

(2) The application must include robust discussions about local engagement as an effort to increase sustainability and to ensure context appropriate programming. Applicants must also outline how local perspectives will contribute to analysis and activity planning and design, specifically addressing and integrating considerations regarding gender, youth, and persons with disabilities, and how the Applicant will continually engage with local partners through program implementation. The Applicant must propose grant selection criteria and provide an outline of their suggested grants manual for this activity which will include illustrative grant funding ranges and develop collaborative grant agreement with prospective CSO partners. These grants must aim to activate and operationalize the components of this activity.

(e) Activity Monitoring, Evaluation and Learning (MEL) Plan

- [See Section E.2.a.2]

The Applicant must propose a preliminary MEL Plan as part of its application, including appropriate outcome indicators linked to each anticipated result. The MEL Plan must define a sound and realistic approach to measure the quality, effectiveness, and outcomes of

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

implementation of the activity keeping in mind the possibility for insecurity and limited access to certain geographic locations at certain times. The Applicant must not limit itself to the required indicators in Section A of this NOFO but must think creatively about what kinds of activities will best achieve the desired results in the Nigerian context and must be specific about which activities are expected to contribute to which results.

The Plan must describe the monitoring and evaluation approach to measure progress towards the activity purpose, outcomes and results. It must identify appropriate milestones, gender, youth, and PWDs sensitive indicators and targets (including sex disaggregated targets), as well as plans to gather and utilize baseline data. The MEL Plan will include the Applicant's proposed strategy for: a) effective oversight; b) staff monitoring and assessment capacity; c) results management; d) analysis; and e) mid-course adjustments that will keep the activity focused on achieving its intended objectives. Collected data must meet the reasonable quality standards of validity, reliability, timeliness, precision and integrity. The MEL Plan must also include information on how Collaboration Learning and Adapting (CLA) activities will support the Mission's Country Development Cooperation Strategy (CDCS) and describe Mission-level activities and processes to address: Strategic collaboration, Learning at the strategy level, Opportunities for reflecting on progress to inform adaptation; and Resourcing these activities.

The Applicant may propose custom indicators for USAID/Nigeria to continue tracking after the end of this activity to better document anticipated results which may accrue after the period of performance.

(f) Key Personnel and Staffing Plan - [See Section E.2.a.3]

(a) Key Personnel

Applicants must propose five individuals as Key Personnel in accordance with the following brief description of roles and responsibilities along with suggested qualifications list. It is up to the Applicant to demonstrate that each of the Key Personnel proposed is sufficiently qualified and experienced, with the needed skills, to effectively manage the Activity.

At a minimum, the key personnel will include:

- Chief of Party (COP)
- Deputy Chief of Party/Head of Programs
- Grants Manager
- Director of Finance and Administration
- Monitoring, Evaluation and Learning (MEL) Advisor

The staffing plan and its annexes (i.e., resumes) should clearly show how the individuals, as well as the proposed staffing mix, are appropriate for achieving the Activity's objectives and supporting the implementation at all levels. Key personnel must have sufficient managerial as well as technical capacity, expertise and experience to effectively manage and support the

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

project and staff. The applicant must include resumes for all Key Personnel (no longer than 2 pages each) to be included in an annex. Each resume must include at least three (maximum of five) references per candidate ideally from supervisors, colleagues, or employees. References from key clients are highly desirable. The applicant must include a letter of intent/commitment for each Key Personnel in an annex.

(1) Chief of Party (COP) – or equivalent title/function

The COP's primary responsibilities are to provide overall leadership, management and general technical direction of the entire activity, ensuring an integrated vision among different components and actors, and a focus on achieving the results defined in the award. The COP shall be the principal point of contact in Nigeria for procedural and substantive matters, including technical matters. The COP shall coordinate and ultimately be responsible for all Agreement management and implementation. The COP shall be responsible for responding to the designated AOR and Agreement Officer. The COP shall also be responsible for ensuring quality control and the overall responsiveness of technical assistance provided under the award. The COP will be expected to identify issues and risks related to activity implementation in a timely manner and suggest appropriate adjustments.

The COP, at a minimum, shall have:

- Masters or bachelors degree in a relevant field such as social sciences, law, development studies, etc.
- At least ten (10) years of progressive relevant international development programming experience – at least five (5) years of which must be in senior program management, experience in managing and leading civil society or similar donor programs in developing countries, preferably in Africa;
- Demonstrated capability to lead/supervise a diverse team with different development partners, donors, CSOs and host country government counterparts.
- strong technical expertise in advocacy/accountability/research/media campaigns and program development.

(2) Deputy Chief of Party/Head of Programs

The DCOP will serve as the Head of programs, acts as alter ego to the COP and serves as the principal point of contact in Nigeria for procedural and substantive matters in the absence of the COP. The DCOP will be responsible for the day-to-day technical activities and implementation of the activity.

The DCOP, at a minimum, shall have:

- Bachelors degree in relevant fields such as social sciences, law, development studies, etc.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- At least seven (7) years of progressively responsible experience in the successful implementation of international development activities managing sectors and/or sub-sectors of civil society/advocacy/research/gender sensitive interventions;
- excellent interpersonal and leadership skills and experienced in managing teams;
- experience relevant to accomplishment of the cross-cutting objectives including gender, youth and marginalized populations.

(3) Director of Finance and Administration

The Director of Finance and Administration oversees program operations, including but not limited to human resources, logistics, procurement, sub-contracts or sub-awards, and accounting/finance. This individual also develops internal control measures, conducts internal financial audits, and coordinates external financial audits. The Director prepares budgets for annual work plans and financial reports for USAID. This individual also develops the financial management capacity of all relevant staff and sub-awardees.

The Director of Finance and Administration, at a minimum, shall have:

- Bachelor's degree in business administration, finance or a related field in international business management, finance, accounting and/or auditing experience.
- An ACA/ACCA/CPA or other recognized professional accounting qualification.
- At least seven (7) years of progressively responsible experience in accounting, auditing, finance, or business management with a recognized organization.
- Demonstrated ability to develop and manage large budgets, and in-depth knowledge of accounting principles.
- Progressively responsible experience supervising project operations, including human resources, procurement, and sub-contracts or sub-awards.

(4) Monitoring, Evaluation and Learning (MEL) Advisor

The MEL Officer provides strategic guidance, vision and management for successful monitoring and evaluation of the activity. This individual also supervises MEL staff and ensures the strategic and functional integration of all MEL activities as well as active collaboration with sub-awardees and USAID. The Officer oversees all MEL activities, provides technical direction and support, and ensures the accurate reporting of results for program activities.

The MEL Officer, at a minimum, shall have:

- Bachelor's degree in any the following or related fields: social science, international development, evaluation research, statistics, or economics;
- At least five (5) years of progressively responsible experience in designing, managing and implementing results-based MEL activities;

- Demonstrated relevant technical skills in analyzing quantitative and qualitative data, with excellent organizational as well as English oral and written communication skills; and
- Extensive knowledge of reporting procedures, best practices, guidelines, and tools for monitoring, evaluation and learning.

(5) Grants Manager

The grants manager oversees the grants administration in conformity with USAID policies and procedures throughout the duration of the activity while backstopping routine grantee financial reporting processes and all grantees' funding obligations. The manager will be responsible for carrying out a full range of tasks, including, grant review and selection for approval, work plans, grantee budgets and budget narratives, preparation and compliance review of grant modifications and memoranda of negotiation; grant obligation ceilings, processing of monthly grantee advance/reconciliation/reimbursement requests, design a grant manual, review awards, types of grants, target recipient groups and activities, selection criteria, roles and responsibilities, etc.

The Grants Manager, at a minimum, shall have:

- Bachelor's degree in business administration, finance or a related field;
- At least seven (7) years of progressively responsible experience in grant management including at least three (3) years of post-qualification experience as a grant manager with a reputable organization administering grants and sub-awards; and
- Previous experience in building or enhancing CSOs financial management capacity through grant administration.

(b) Staffing Plan

The Applicant must provide an overall staffing plan consisting of personnel that demonstrate the breadth and depth of professional technical expertise required to successfully implement the proposed technical approach. The staffing plan must be responsive to the management/administration and technical requirements of the Applicants' technical approach. Gender equity and utilization of professional and community staff reflecting the ethnic and regional diversity of Nigeria and the states in which the Activity operates is expected. All staff members must be able to work with a wide range of counterparts and beneficiaries, from USAID representatives, senior-level GON officials and CSO representatives, to ordinary citizens and grassroots community members; hence, demonstrated experience of working with a diversity of stakeholders is encouraged.

A detailed Organizational Chart must be presented as an Annex. Roles, responsibilities, and levels of effort for all proposed personnel must be clear and appropriate. A skills matrix for all proposed management, technical and administrative positions under the activity, identifying: skills and expertise relevant to the activities in the Program Description; whether the position is full-time, part-time, or intermittent; the position location; and the planned person-months or -days each position will devote to the activity must be provided.

(g) Management Plan and Institutional Capability - [See Section E.2.a.4]

(a) Management Plan

- (1) The Applicant must provide a Management Plan that describes the organizational structure, staff, and domestic and international partners, consortium members to successfully implement the program and achieve the objectives detailed in the NOFO. The Applicant must explain the complementary skill sets of the proposed project team, including proposed partners, and must be clear about how the program will be operationalized.
- (2) The Management Plan must specify clear lines of supervision, accountability, decision-making and responsibility among staff and sub-grantees (if any), including administrative and reporting aspects.
- (3) The Management Plan must describe how Applicants will ensure coordination and communication with a wide range of stakeholders, including GON, USG agencies, USG partners, other donors and targeted beneficiaries.

(b) Institutional Capability

- (1) The application must describe organizations that the Applicant proposes to partner with and specify technical resources and expertise of proposed sub partner organizations. The description must at a minimum explain how the Applicant plans to identify and utilize sub-awards under the activity and how they support activity component objectives; how the Applicant will coordinate activities authorized under the sub-awards; and capacity-building elements proposed under the sub-awards, if any. The application must highlight any Applicant's and/or potential partners' success stories in supporting CSO activities and positive experience working in respective sectors similar to the SCALE Activity.
- (2) The Applicant must also describe their specific organizational experience in provision of organizational capacity building assistance. This must include description of relevancy of capacity building experience, specifically:
 - type of assistance provided (e.g., technical assistance, training, advisory service, logistics support, subgrant-funding);
 - NGO function (e.g., public interest monitoring, assessing, public information/education, advocacy or policy dialogue, anti-corruption); any capacity building tools and methodologies developed and used;
 - materials developed in the above (Applicants must provide guidebooks or manuals; or electronic references to these items).

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The application must highlight innovative tools that the Applicant may have designed or used which subsequently were applied more broadly by CSOs. Specifically, the Applicant must highlight best practices and justify how they are a best fit for the proposed Activity.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

(a) Cover Page (See Section D.3 above for requirement)

(b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

(c) Required Certifications and Assurances

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The applicant must complete the following documents and submit a signed copy with their application:

- (1) “Certifications, Assurances, Representations, and Other Statements of the Recipient” document found at <http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf>
- (2) Assurances for Non-Construction Programs (SF-424B)
- (3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

(d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by project year, including itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID’s determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program. See Section H, Annex 1 for Summary Budget Template
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant’s program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each sub-recipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

The Detailed Budget must contain the following budget categories and information, at a minimum:

- (1) Salaries and Allowances – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The Applicant’s budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the Applicant. Applicants must provide their established written policies on personnel compensation. If the Applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

- (2) Fringe Benefits – (if applicable) If the Applicant has a fringe benefit rate approved by an agency of the U.S. Government, the Applicant must use such rate and provide evidence of its approval. If an Applicant does not have a fringe benefit rate approved, the Applicant must propose a rate and explain how the Applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.
- (3) Travel and Transportation – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.
- (4) Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.
- (5) Subawards – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the Applicant's budget, including those related to fringe and indirect costs.
- (6) Construction – if applicable
- (7) Other Direct Costs -This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the Applicant. The Applicant should indicate the subject, venue and

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

- (8) Indirect Cost: The Applicant must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The applicant must identify which approach they are requesting and provide the applicable supporting documentation. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only

Eligibility: Any applicant

Initial Application Requirements: See above on direct cost

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)

Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

Method 3 - De Minimis rate of 10% of modified total direct costs (MTDC)

Eligibility: Any applicant that has never received a NICRA

Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount

Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

facilities, and telephone expenses) for the previous fiscal year and estimates for the current year.

- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

- (9) **Security Costs:** The Applicant will provide a security budget for security costs as part of its application. The Security Plan and budget must delineate and justify for reasonableness all costs and provide a coherent, overall integrated security plan that demonstrates that the Applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security plan. The security budget must be complete and include comprehensive budget notes.

Applicants must consider any costs foreseen for security, as identified in Annex #5 "Sample Format for Initial Security Plan" to include security equipment, security related communication equipment, and guards required for program implementation. These costs must be included under "Other Direct Costs." Security Costs must be clearly identified in the cost application in a separate budget line item and must be included as part of the overall Applicant's cost application.

(e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the Applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

(f) Approval of subawards

The Applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the Applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

(g) Dun and Bradstreet and SAM Requirement

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: <http://fedgov.dnb.com/webform>

SAM registration: <http://www.sam.gov>

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants.

(h) History of Performance

The applicant must provide information regarding its recent history of performance for its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 3 awards as follows:

- Name of the Awarding Organization;

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- Award Number;
- Activity Title;
- A brief description of the activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last 3-years.
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

Applicants should use the format provided in Annex #4: Performance History Information of the NOFO to document the detailed information as requested. The completed forms should be included in the application's appendix/annex.

(i) Branding Strategy and Marking Plan

It is a U.S. Federal statutory and regulatory requirement that all overseas programs, projects, activities, public communications, and commodities that USAID partially or fully funds under an assistance award or sub-award must be appropriately marked with the USAID identity.

Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.1.2, 2 CFR 700.16 and the references therein. ADS Chapter 320 sections concerning "assistance" apply to this NOFO. ADS Chapter 320 sections concerning "acquisition" do not apply to this NOFO. ADS Chapter 320 can be found on the USAID website: <http://www.usaid.gov/policy/ads/300/320>.

Please note that USAID/Nigeria has waived marking requirements for selected locations in Nigeria. A copy of the waiver notification to USAID/Nigeria Implementing Partners is provided as Attachment #4 to this NOFO.

The Branding Strategy and Marking Plan must not be included with the original application but will be provided only after a written request of the Agreement Officer. However, the cost of Branding and Marking must be included in the Cost Application.

USAID/Nigeria does not intend to make an award without an approved Branding Strategy and Marking Plan.

(j) Funding Restrictions

1. Funding will not be allowed for construction activities, unless approved by the Agreement Officer.
2. Applicants will be reimbursed only for costs that benefit the Program Description and are allocable, allowable and reasonable. Pre-award costs may be reimbursed under the resulting award, but only with the prior specific written approval of the Agreement Officer.
3. USAID policy is not to award profit under assistance instruments. However, all reasonable, allocable and allowable expenses, both direct and indirect, which are related to the agreement program and are in accordance with applicable cost principle under 2 CFR 200 Subpart E. of the Uniform Administrative Requirements may be paid under the anticipated award.
4. Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

(k) Conflict of Interest Pre-Award Term

The applicant must complete the following documents and submit a signed copy with their application:

The pre-award terms found in [ADS 303mba, Pre-Award Terms](#):

1. Branding Strategy – Assistance
2. Marking Plan – Assistance
3. Conflict of Interest Pre-Award Term

(l) Security Plan

The Applicant must submit a Security Plan as a part of their application. The Security Plan must be based on a credible threat analysis and risk assessment. The plan must provide a coherent, integrated security plan, which demonstrates that the Applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system showing how threats will be mitigated.

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

The Security Plan must include a point of contact to answer questions or provide clarifications regarding security throughout the life of the program. The Applicant is encouraged to acquire professional advice from an expert of its choosing to assist in establishing an overall security plan/system.

The security plan accompanied by the budget will be reviewed together with the technical and cost applications, and it needs to demonstrate that the security needs to successfully implement the program description as presented in the Applicant's technical approach have been addressed/considered.

A sample format for Initial Security Plan is included in this NOFO as Annex #5.

[END OF SECTION D]

SECTION E - APPLICATION REVIEW INFORMATION

1. Criteria

The criteria presented below have been tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters that Applicants should address in their applications; and (b) set the standard against which all applications will be evaluated. The following merit review criteria, presented by major category, will be evaluated and used to make an award decision. The Selection Committee (SC) will evaluate the various components of the application set forth below, in which Technical Approach is the most important criterion and the other three criteria are of lesser importance than Technical Approach (but these three are of equal importance to each other). All sub-criteria within these major categories are of equal importance.

2. Review and Selection Process

The required format and content for the application are described in Section A. The applications will be evaluated in accordance with the selection criteria set forth above by a Selection Committee comprised of USAID employees, other U.S. Government representatives, and/or host country experts. The SC will make a recommendation regarding which Applicant should receive the award.

Prior to negotiating an actual award, the Agreement Officer will review the apparently successful applicant's budget to ensure that costs, including cost sharing (as applicable), are in compliance with OMB's and USAID's policies. The costs proposed must be determined to be reasonable, based on the Cost Application and other information, before award can be made.

Award will be made to the responsible Applicant whose application is determined to be the best based on technical and cost factors specified in this NOFO. The Agreement Officer must also evaluate risk of the apparently successful applicant and is charged with the final determination of whether to make an award to the apparently successful Applicant. Among other issues, the apparently successful Applicant's history of performance will be reviewed using the reference information contained in the Merit Review Application, along with any other information deemed relevant by the Agreement Officer or Selection Committee.

Authority to obligate the Government: The Agreement Officer is the only individual who may legally commit the U.S. Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either an Agreement signed by the Agreement Officer or a specific, written authorization from the Agreement Officer.

(a) Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. Applications will be reviewed and evaluated in accordance with the following criteria shown in descending order.

1. Technical Approach - [See Section D.5.d]

(a) Sub Criteria 1.1: Implementation Approach

The degree to which the Applicant demonstrates an understanding of the Nigerian civil society context, political economy of the states, challenges, emerging opportunities and, the integration of cross cutting issues using a bouquet of interventions to best achieve the desired results.

(b) Sub Criteria 1.2: Sustainability Plan

The degree to which the Plan leverage best practices and knowledge to demonstrate local organizational and technical capacity building, dedicated funding to local organizations to perform key elements of the scope of work, and outlines a clear approach to positioning Nigerian CSOs/BMOs to receive direct USG funding and mobilize resources beyond the SCALE Activity.

2. Activity Monitoring, Evaluation and Learning (MEL) Plan - [See Section D.5.e]

Extent to which the MEL Plan demonstrates innovative, rigorous yet cost-effective methods and procedures for monitoring, evaluation, analysis, CLA and reporting; and use of MEL to inform and guide implementation decisions.

3. Key Personnel and Staffing Plan - [See Section D.5.f]

(a) Sub Criteria 3.1: Key Personnel

Proposed key personnel possess relevant experience, skills, abilities, and qualifications that meet the minimum requirements stated in Section D of this NOFO.

(b) Sub Criteria 3.2: Staffing Plan

The application presents a streamlined and efficient staffing structure (key and non-key personnel), embedded with local professional staff in core positions logically connected to the implementation and achievement of activity objectives.

4. Management Plan and Institutional Capability - [See Section D.5.g]

(a) Sub Criteria 4.1: Management Plan

The extent to which the Offeror demonstrates that the proposed management structure is clear, team-based, technically competent, and has the capability to expeditiously respond to the needs of the activity during implementation.

(b) Sub Criteria 4.2: Institutional Capability

Demonstrated requisite institutional capability, expertise and experience of the Recipient and its proposed sub-partners to successfully operationalize, subgrant, manage, and implement the Activity and achieve the results and requirements detailed in the NOFO.

(b) Business Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with “specific conditions” (2 CFR 200.207).

Besides the Technical Evaluation Criteria, the application will be assessed for cost effectiveness and realism and must therefore address the following:

1. Cost Effectiveness and Realism: The proposed costs must be realistic, reasonable, complete, and allowable. The costs must be realistic for the effort and consistent with the

technical components of the application.

2. **Adequacy of Budget Detail and Financial Feasibility:** The proposed budget must be sufficient to support the proposed activities, and all proposed costs must be adequately supported by notes highlighting the key assumptions used in their determination. USAID reserves the right to determine the resulting level of funding for the Cooperative Agreement.

[END OF SECTION E]

SECTION F – FEDERAL AWARD AND ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential Applicants are hereby notified of these requirements and conditions for the award. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

Following selection for award and successful negotiations with the apparently successful Applicant, an electronic copy of the notice of the award signed by the Agreement Officer will be sent to the successful Applicant, which serves as the authorizing document. The Agreement Officer will only do so after making a positive responsibility determination that the Applicant possesses, or has the ability to obtain, the necessary management competence in planning and carrying out assistance programs and that it will practice mutually agreed upon methods of accountability for funds and other assets provided by USAID.

The award will be issued to the contact as specified in the application as the Authorized Individual in accordance with the requirements in the Representations and Certifications. USAID reserves the right to perform a pre-award survey which may include, but is not limited to:

- (a) Interviews with individuals to establish their ability to perform agreement duties under the project conditions;
- (b) A review of the prime Recipient's financial condition, business and personnel procedures, etc.; and
- (c) Site visits to the prime Recipient's institution.

2. Administrative and Policy Requirements

- a) The resulting award from this NOFO will be administered in accordance with the following policies and regulations.
- b) The following regulations and policies are expected to govern award administration.
 - For U.S. organizations: ADS 303, 2 CFR 700, 2 CFR 200 and Standard Provisions for U.S. Nongovernmental organizations.
 - For non-U.S. organizations, the Standard Provisions for Non-U.S., Nongovernmental Organizations will apply. While 2 CFR 200 does not directly apply to non-U.S. applicants, the Agreement Officer will use the standards of 2 CFR 200 in the administration of the award.

These documents may be accessed through the internet as follows:

- 2 CFR 200: <http://www.ecfr.gov/cgi-bin/text-idx?SID=058338fa3254c782718e94843a3e4e09&node=pt2.1.200&rgn=div5>
- Standard Provisions for U.S., Nongovernmental Recipients:
<http://www.usaid.gov/policy/ads/300/303maa.pdf>
- Standard Provisions for non-U.S. Nongovernmental Recipients:
<https://www.usaid.gov/ads/policy/300/303mab>

See Annex 2 for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

3. Program Reporting Requirements

I. General Requirements

(a) The Recipient shall comply with the Standard Provision set forth in Annex #2 of this Agreement entitled “Marking and Public Communications Under USAID-Funded Assistance (August 2013).” All reports shall be in English.

(b) All written documentation (correspondence, reports, information sheets, etc.) for submission under this Cooperative Agreement shall be in English. At a minimum, all documents should be provided in MS Word (or MS Excel or MS PowerPoint) and PDF (unlocked) formats.

(c) All reporting and data must be synchronized with the United States Government (USG) fiscal year. Quarterly periods are from October 1 – December 31; January 1 - March 31; April 1 – June 30; and July 1 – September 30. Thus, quarterly reports are due on: January 31, April 30, July 31 and October 31, respectively.

(d) The second quarter (January-March) report due on April 30, in addition to discussing the achievements of the activity, challenges and potential solutions, should present semi-annual results (October-March) on the USAID indicators against the targets for that year. This should also include explanations for any indicator values falling above and below target.

(e) The fourth quarter (July-September) report due on October 31 will be utilized by the USAID Mission as an annual report. The report should contain more information than the normal quarterly report, as USAID/Nigeria needs the information to fulfill its own annual reporting in November. In addition to the regular information (listed below), the fourth quarter report should discuss the achievements of the entire year and should

contain a table displaying the indicators the partner is responsible for reporting on and the indicator values for the year, along with prior year values and future year targets. It should also include explanations for any indicator values falling above or below target.

II. Financial Reporting

(a) Reporting of Expenditures

(i) Financial reporting requirements must be in accordance with 2 CFR 700.7 and 2 CFR 200.327 regarding advance payments. Standard Form (SF) –270 or SF-1034 must be used to Request Advance payments. Either paper copies or electronic copies (scanned PDF document) may be submitted, but not both.

(ii) SF-425 shall be used to report actual expenditures and shall be submitted within 30 calendar days from the end of each quarter, except that the final report shall be submitted within 90 calendar days from the estimated completion date of this Agreement. The Recipient shall submit the SF-425 form in the following manner:

- An original copy to the Payment Office;
- A copy to the AOR;
- A copy to the Agreement Officer

(iii) Electronic copies of the SF-425 can be found at:

<https://www.grants.gov/web/grants/forms/post-award-reporting-forms.html#sortby=1>

b) Reporting of Foreign Taxes

The Recipient must comply with the Standard Provision set forth in the resulting Agreement entitled “Reporting of Host Government Taxes.”

III. Annual Work Plan

(a) Not later than 45 days after the effective date of this Cooperative Agreement, the Recipient must submit to the USAID Agreement Officer’s Representative (AOR) an electronic copy of the annual work plan covering the first year of this Agreement, delineated by quarterly periods. The first annual work plan must include the first-year indicators and benchmarks which the Recipient proposes to utilize to measure and monitor progress toward achievement of results, as reflected in, and consistent with, the Activity Monitoring, Evaluation and Learning Plan, pending completion of the baseline survey. The work plan must include: the activities planned to be conducted, the site(s) where they will be conducted, benchmarks/milestones and annual performance targets, pending completion of the baseline survey; the outputs/outcomes which the Recipient expects to achieve; and the inputs planned to be provided by the Recipient, during the

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

work plan period. Included shall be an explanation of how those inputs are expected to achieve the outputs/outcomes and benchmarks/milestones.

The work plan will also consider whether boys and girls or women and men are involved or affected differently by the context or work to be undertaken, and if so, whether the difference is potentially significant for managing toward sustainable program impact. The Recipient will describe and use appropriate gender-sensitive methodologies and will maintain gender integration and balance in all activities, targeting women and girls when necessary to achieve that balance.

The annual work plan will describe activities to be conducted at a greater level of detail than the activity description and application in response to the activity description but must be clearly cross-referenced with the applicable sections in the activity description. Also included in the work plan will be an explanation of how those achievements are expected to contribute to the IR-level results. An estimated budget and a pipeline analysis, identifying the anticipated inputs, must also be included.

The Recipient will prepare the work plan in consultation with and with inputs from the advisory committee (if applicable), partners and beneficiaries of this activity, and also describe how the program plans to work with the Government of Nigeria, other USG-funded activities in-country, as well as other donors and in-country partners.

USAID will review the first-year work plan and provide comments/suggestions within 30 calendar days of receipt. The Recipient must then submit the final work plan to the USAID AOR for approval not later than 15 calendar days from receipt of USAID's comments/suggestions. In the event that the Recipient receives no comments/suggestions from the AOR within 30 calendar days from the submission of the first-year work plan, the work plan will be considered approved. The Recipient must also submit a copy of the final first-year work plan to the Agreement Officer.

(b) The Recipient must submit subsequent annual work plans to the USAID AOR not later than 30 calendar days prior to the start of the next Agreement year. These subsequent annual work plans will include updates of the performance indicators and benchmarks which the Recipient proposes to utilize in the coming year. The work plan must be delineated by quarterly periods. USAID will review the annual work plan and provide comments/suggestions within 30 calendar days of receipt. The Recipient will then submit the final annual work plan to the USAID AOR for approval not later than 15 calendar days from receipt of USAID's comments/suggestions. In the event that the Recipient receives no comments/suggestions from the AOR within 30 calendar days from the submission of the annual work plan, the work plan will be considered approved. The Recipient must also submit a copy of the final annual work plan to the Agreement Officer.

(c) The Recipient will submit any significant work plan changes or revisions to the USAID AOR with a copy to the Agreement Officer and shall obtain the USAID AOR's approval prior to implementing or undertaking such changes or revisions.

(d) Annual work plans and changes/revisions thereto must be within the scope of the Program Description of the award. The Program Description will take precedence over the work plans and any changes/revisions thereto, in the event of any conflicts or inconsistencies between the Program Description and the work plan and any changes/revisions thereto. Any changes to the Program Description must be approved by the Agreement Officer by means of a modification to the award.

(e) The work plan for year 1 will be for the period that extends from the activity start date through to September 30, 2019, so that afterward the work plan period will correspond with the same time period as the USG fiscal year, October 1 to September 30. In the final year, the work plan must be for a partial year that reflects the end date of the activity.

IV. Quarterly Performance Reports

(a) The Recipient must submit a quarterly program performance report to the AOR, with a copy to the Agreement Officer, and USAID/Nigeria Monitoring and Evaluation Unit at e-mail: abujaprogram-me@usaid.gov. Electronic submissions are preferred over hard copy.

(b) The due date for these program performance reports is not later than 30 days after the end of each reporting period. At a minimum, the report must include:

- A comparison of actual accomplishments/results, both for the reporting period and cumulatively, with the established goals and objectives, and expected results; the findings of the investigator; or both. Data (both qualitative and quantitative) must be presented using established baseline data and indicators, and be supported by a brief narrative. This should include reporting on specific processes and activities that were planned for the period to support the relevant stakeholders. Whenever appropriate and the output of programs or activities can be readily quantified, such quantitative data should be related to cost data for computation of unit costs;
- Reasons why established goals were not met (if applicable), the impact on the program objective(s), and how the impact has been/will be addressed; and
- Other pertinent information including, when appropriate: success stories (if available) which illustrate the direct positive effects of the program; how unforeseen circumstances affected overall performance compared to original assumptions (if applicable); how activities were accordingly adjusted or re-targeted; and analysis and explanation of cost overruns or high unit costs.

(c) Additional guidance on the format and content of quarterly reports is contained in Attachment #2 to this NOFO.

V. Quarterly Environmental Mitigation & Monitoring Review Report

The Recipient must submit a quarterly Environmental Mitigation and Monitoring Review Report (EMMR) to the AOR, with a copy to the Agreement Officer. The EMMR template can be found via this link: <http://usaidgems.org/compliance.htm>

VI. Activity Monitoring, Evaluation and Learning (MEL) Plan

A comprehensive Activity Monitoring, Evaluation and Learning (MEL) Plan must be submitted for AOR approval for the complete award period within 45 calendar days of Agreement signature. The MEL Plan will include an executive summary. AOR approval or request for modifications will be within 15 calendar days, thereafter. The Recipient will then have 15 calendar days to incorporate the modifications and resubmit the plan for AOR final approval. AOR approval will be within 15 calendar days.

The Recipient will identify indicators for each identified result. An indicator can be used to measure progress in more than one result. Targets for each indicator shall also be included in the MEL Plan for the life of the activity.

The MEL Plan must be consistent with USAID/Nigeria's approved Mission Performance Management Plan. The implementing partner is expected, to the extent practicable, to include indicators which reflect the level of participation by typically disenfranchised groups, such as women, youth, persons with disabilities, and internally displaced persons. Results will be disaggregated by location, sex, ethnicity and age wherever possible and relevant. This will be the core information for all monitoring and evaluation exercises. To complement this information, additional data, assessments, relevant anecdotes and comments should contextualize the indicators when reported.

The MEL Plan must clearly indicate the data gathering methodology, instruments, timeframe and other relevant elements of the evaluation system.

The MEL Plan will take into consideration the following criteria, and in the case of at least one indicator per Lower Level Result, explain how these criteria are met: a) Integrity; b) Precision; c) Reliability; and d) Timeliness.

The Recipient must include an Annual MEL Plan Report as part of its Fourth Quarterly Report, providing findings and results on indicators and the achievement of activity objectives by fiscal year. Additionally, the Recipient shall organize a presentation of the MEL Plan results for key partners, including USAID/Nigeria, which will take place as agreed upon with the USAID/Nigeria designated AOR.

VII. Notification

The Recipient will submit to the AOR and AO the notification, as follows: (1) developments which have a significant impact on the activities supported by this Award; and (2) problems, delays, or adverse conditions which materially impair the ability to meet the objectives of this Cooperative Agreement. This notification will include a statement of the action taken or contemplated, and any assistance needed to resolve the problem.

VIII. Final Report

The Recipient must submit a final report to the AOR, with copies to the Agreement Officer, USAID Development Experience Clearinghouse at e-mail: DocSubmit@usaid.gov, and USAID/Nigeria Monitoring and Evaluation Unit at e-mail: abujaprogram-me@usaid.gov. The final report must be submitted no later than 90 calendar days after the expiration or termination of the award. The final report shall also consolidate activities and analyses of all partners into one document and their activities and progress towards results. The final performance report must contain the following information:

(a) A comparison of actual accomplishments with the goals and objectives established for the period, the findings of the investigator, or both. Whenever appropriate and the output of programs or activities can be readily quantified, such quantitative data should be related to cost data for computation of unit costs.

(b) Final data, compared to baseline data, for all indicators included in the MEL Plan. This section should include disaggregated data by location, sex, ethnicity, age, typically disenfranchised groups and other relevant groups identified, when possible and relevant.

(c) A summary of problems/obstacles encountered during the implementation, and how those obstacles were addressed and overcome if appropriate.

(d) Reasons why established goals were not met, if appropriate.

(e) Other pertinent information including, when appropriate, analysis and explanation of cost overruns or high unit costs.

(f) Significance of these activities for conflict mitigation and prevention of violent extremism worldwide.

(g) Lessons learned best fit innovations, and other findings along with recommendations for future programming under each of the program results.

IX. Final Property Inventory Report

Subject to the requirements of 2 CFR 200.313, and AOR guidance, the Recipient must submit one copy of a final property inventory report to the AOR, covering all items of real property, equipment, materials and supplies under the Recipient's custody, title to which is in the cooperating country or public or private agency designated by the cooperating country, which have not been consumed in the performance of this Agreement. The Recipient must also indicate what disposition has been made of such property. This report must be submitted not later than 90 calendar days from the estimated completion date of this Agreement.

X. Environmental Compliance

(a) The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.5.10g and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. The Recipient's environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this NOFO.

(b) The Strengthening Civic and Advocacy Engagement (SCALE) activity may include "quick impact projects" that could have a significant impact on the environment or constitute major action requiring further environmental review. Pursuant to 22 CFR 216.2c USAID Environmental Procedures, a Negative Determination with Conditions applies, given that the proposed activity may have an effect on the natural or physical environment. If the Recipient chooses to issue sub-grants to host country organizations, it is anticipated that these interventions under such arrangement could have adverse environmental impacts, and so the Recipient must use an environmental review checklist in screening grant proposals to determine if this is the case.

(c) In addition, the Recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.

(d) An Initial Environmental Examination (IEE) has been approved for the FY2013-FY2020 USAID/Nigeria Peace and Democratic Governance Program. The IEE covers activities expected to be implemented under this award. USAID has determined that a **Negative Determination with Conditions** applies to one or more of the proposed activities. This indicates that if these activities are implemented subject to the specified conditions, they are expected to have no significant adverse effect on the environment. The Recipient shall be responsible for implementing all IEE conditions pertaining to interventions to be funded under this award,

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

including the development of an Environmental Mitigation and Monitoring Plan (EMMP).

(e) As part of its initial work plan, and all annual work plans thereafter, the Recipient, in collaboration with the USAID Agreement Officer's Representative and Mission Environmental Officer, shall review all ongoing and planned interventions under this award to determine if they are within the scope of the approved Regulation 216 environmental documentation.

(f) If the Recipient plans any new interventions outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new interventions shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.

(g) Any ongoing interventions found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.

(h) Unless the approved Regulation 216 documentation contains a complete EMMP, the Recipient shall prepare an EMMP describing how the Recipient will, in specific terms, implement all IEE and/or Environmental Analysis (EA) conditions that apply to proposed activities within the scope of the award. The EMMP shall include monitoring the implementation of the conditions and their effectiveness. The EMMP template can be found via this link: <http://usaidgems.org/compliance.htm>

(i) The Recipient must integrate a completed EMMP into the initial work plan and budget.

(j) The Recipient must integrate an EMMP into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.

(k) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Applicants should therefore include as part of their application their approach to achieving environmental compliance and management, to include:

- The Applicant's approach to developing and implementing an environmental review process for a sub-grant fund and/or an EMMP.
- The Applicant's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.

- The Applicant's illustrative budget for implementing the environmental compliance activities. For the purposes of this NOFO, Applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost application.

XI. Climate Risk Management

An initial climate risk management (CRM) screening in accordance with the Mandatory Reference in ADS Chapter 201: CRM for USAID Projects and Activities (ADS Guidance) consisting of a climate risk screening table and associated brief narrative has been conducted and approved for this activity. Interventions that receive a rating of "Moderate" or "High" require completion of all columns in the CRM Table (as outlined in the ADS Guidance). USAID has Climate Risk Screening and Management tools to support this process. More information is available at: <https://www.climatelinks.org/integration/climate-risk-management/resources> and the World Bank Climate Knowledge Portal <http://sdwebx.worldbank.org/climateportal/>.

XII. Development Experience Clearinghouse Requirements

For information concerning submission requirements of copies of reports and other information to USAID's Development Experience Clearinghouse (DEC), refer to the Standard Provisions entitled "Submissions to the Development Experience Clearinghouse and Publications (June 2012)" for U.S. NGOs and "Submission to the Development Experience Clearinghouse and Data Rights (June 2012)" for Non-U.S. NGOs.

XIII. Final Property Inventory Report

The Mission Agreement Officer will determine how program income, if anticipated to be generated under the award(s), will be treated (see 2 CFR 200.307 or, for non-U.S. organizations, see the Standard Provision "Program Income").

XIV. Security Reporting

As part of the overall security requirements, the Recipient must report any security threats and/or incidents verbally / by telephone, immediately to the following USAID/Nigeria representatives:

- Security & Safety Specialist and any other USAID/Nigeria EXO designated official(s);
- Executive Officer (EXO); and
- Agreement Officer Representative (AOR) or Alternate AOR in the AOR's absence.

Subsequently, a written report shall be submitted in accordance with approved procedures delineated below. The Recipient shall develop a list of specific steps to track any potential/identified threats, which will be part of its overall security system. All sub-awardees

will be required by the Recipient to report any threats/incidents to the Recipient, who will immediately after, notify the above listed USAID/Nigeria representatives.

(a) Security Reporting Responsibilities

USAID requires appropriate security reports be submitted to the Nigeria Safety & Security Specialist, Executive Office; AOR and other USAID/Nigeria officials as directed by USAID Executive Office. The type and frequency of these reports may vary with the activity scope, location, and criticality. The Recipient shall report an Initial Threat Assessment and subsequent changes as often as the situation requires (weekly, bi-weekly, monthly etc.). The Recipient is also required to notify USAID of any security-related incident in a timely manner according to the following guidelines:

(b) Incident Reporting

There are various types of Incident Reporting: Serious Incident Report (SIR); Incident Report (IR); Situation Report (SITREP); and any other security-related report that may be required by USAID.

(i) Serious Incident Report (SIR)

- An incident that involves the death, injury, kidnapping of implementing partner (IP) personnel and/or damage to IP property;
- An incident that has critically damaged the funded program, such as fire, catastrophic flood, etc.;
- Initial SIR must be reported orally immediately, and within four (4) hours of the incident occurrence/discovery;
- A complete SIR must be filed in writing/e-mail within 24 hours of the incident;
- Updated written SIR will continue to be filed in a timely basis (daily, weekly) as long as the situation exists. The timeline will be adjusted as required by USAID-Nigeria Safety & Security Office; and
- Final Report SIR will summarize the incident, the subsequent happenings and the final resolution.

(ii) Incident Report (IR)

- An incident involving accidents, potential harm, suspicious persons or acts, threats or harassing actions against personnel or the program.
- IR should be initially reported orally immediately, followed up with a written report filed as soon as possible (within 24 hours). After the incident is evaluated, a complete detailed written report must be submitted to USAID- Nigeria, not later than 72 hours after the incident.

(iii) Situation Report (SITREP)

- A report that a significant, but not critical action or activity, has taken place that has impacted, or may impact, on the well-being of the personnel or the success of the program.
- This report may describe trends, second-hand information that may have bearing on the activity, or impact on future operations.
- There is no pre-determined reporting timeline. The report will be issued as needed and required by USAID Nigeria Safety & Security Office.

Telephonic communication is the preferred method to provide the initial information of an incident. A written report by e-mail must follow as soon as possible within above described guidelines and it shall be as detailed as possible. The report shall follow the format approved in the original Security Plan but at a minimum it shall contain the name of the IP or sub-awardee, name of the victim(s), date, time, a description of what happened, where the incident occurred, and any other relevant details surrounding the incident. If this is an ongoing incident, progress reports should be submitted in accordance with the guidelines provided in order to keep USAID/Nigeria security personnel apprised of the situation.

(c) Special Agreement Requirements

Applicants must carefully consider the following special provisions to be incorporated in the resulting agreement:

(1) Security Conditions: The Recipient must be aware of security conditions in Nigeria, and by entering into an agreement, assumes full responsibility for the safety of its employees. Prior to commencing work, the Recipient shall ensure that it has adequate procedures in place to advise its employees of situations or changed conditions that could adversely affect their security. In order to keep abreast of security conditions in Nigeria, the Recipient shall seek information from all available sources, including the USAID Nigeria EXO/Safety & Security Office (SSO), for all areas in which its employees work or travel. The Recipient acknowledges that security conditions are subject to change at any moment, that USAID cannot guarantee the accuracy of any information that it may provide to the Recipient and that USAID assumes no responsibility for the reliability of such information. The Recipient has sole responsibility for approving all travel plans for its employees and/or their dependents traveling to post if allowed by the Recipient's personnel internal policies. The Recipient will also be responsible for immediately notifying USAID Nigeria and the U.S. Embassy American Citizen Services section in the event a U.S. citizen employee does not return from travel as expected or does not report to work. In the event that USAID requests the Recipient to do so, the Recipient's Chief of Party (COP) shall assume responsibility for contacting all of its employees. The Recipient shall provide to the USAID Nigeria EXO/SSO the name, current address, and current home and/or cellular telephone number of the COP and of an alternate designated employee. The Recipient

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

will be responsible for ensuring that the information on file in the USAID Nigeria EXO/SSO is up-to-date so that in an emergency, the COP or alternate representative can be reached immediately and he/she can rapidly contact all other affected employees.

The Recipient will be requested to notify the USAID/Nigeria Agreement Officer's Representative (AOR) and EXO/SSO about any changes of the individual listed in the security plan as in charge of security.

Once the agreement is awarded, the Recipient shall be required to submit a list of all personnel involved in the implementation of the activity, including subawardees' personnel. This is defined as all personnel of the Recipient and subawardees for whom at least a portion of their compensation is paid out of the activity budget. The required list shall be submitted to the AOR and EXO/SSO no later than 30 days after the start date of the agreement and must be updated every quarter after the start date of the agreement and/or if a change of personnel happens.

(2) Security Protocol: The Recipient shall develop a security plan to safeguard all activity operations and to comply with all United States Government regulations and Nigerian law. The plan is to be implemented and maintained also by all subcontractors (and/or sub-grantees). The security plan will be reviewed by the Agreement Officer in consultation with USAID/Nigeria's EXO/SSO.

The plan shall include:

- Procedures for reporting and addressing security threats;
- Procedures for reporting any deaths related to the activity;
- Procedures for reporting and addressing any persons missing or kidnapping incidents;
- Name and contact information of security contact person for the head office and regional office(s); and
- An internal "cascade" list for communicating with staff, which should be updated/maintained by the Recipient. The Recipient shall provide the name, address and telephone numbers of the COP and their designee to USAID as principal contacts in case of security situations/emergencies. The Recipient will be responsible for passing information to their staff.

(3) Life Support and Security Services: The Recipient will be responsible for maintaining the security of its personnel, materials and equipment. All employees of the Recipient must meet the requirements of their work-site, which may include, but not limited to background checks, security/restricted area clearances, drug-free workplace, safety training and/or any other IP safety and security requirements.

The Applicant will provide USAID/Nigeria a Security Plan and budget for security costs as part of its application as further detailed in Section IV of this NOFO. The Security Plan and budget shall delineate and justify for reasonableness all costs and provide a coherent, overall integrated

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

security plan that demonstrates that the Applicant has undertaken a thoughtful review of their security needs and includes analysis of the various elements of a security system.

(4) Allowable Reimbursement for Security Training: USAID award recipients that would like to seek reimbursement for sending employees to security-related training will need to first seek approval from their AOR. Provided the cost associated with attending the identified training does not exceed the small purchase threshold outlined in their award, they will not need to notify their AO, although copying them on the correspondence seeking approval for attendance and reimbursement is recommended.

The request to attend and be reimbursed for the training will need to follow the usual Procurement Justification process. The request should identify who would be attending, the associated cost, and a justification. A justification with language similar to the following should suffice:

In Nigeria the ability to provide aid is being hampered by the rising security threats faced by humanitarian and development workers and the increasing difficulties they face in accessing affected populations. Security training is needed to train aid workers on how to help prevent incidents from happening and learning strategies to stay safe so services can be delivered. A good training program covering such topics as situational awareness, personal security, crisis and hostage management, defensive driving, first aid, and carjacking will provide Implementing Partners with the skills they need to work in potentially adverse areas of the country.

The AOR will respond to requests for training within two (2) business days of receiving the request. Once the approval is received from the AOR, the requestor may proceed with taking the training.

Once the training has been completed, reimbursement is requested in the manner outlined in the organization's normal reimbursement process. If an awardee has a training line item in their approved budget, they are free to proceed without seeking approval from their AOR. If an award recipient is willing to absorb the cost of the training and does not intend to seek reimbursement, there is no need for them to notify their AOR.

[END OF SECTION F]

SECTION G – FEDERAL AWARDING AGENCY CONTACTS

The under listed are the agency contacts concerning this NOFO:

Yves Kore
Agreement Officer
Office of Acquisition & Assistance (OAA)
USAID/Nigeria
Email: ykore@usaid.gov

Cheryl Hodge-Snead
Agreement Officer
Office of Acquisition & Assistance (OAA)
USAID/Nigeria
Email: chodge-snead@usaid.gov

Faruk Sulaiman
Acquisition & Assistance Specialist
Office of Acquisition & Assistance (OAA)
USAID/Nigeria
Email: fsulaiman@usaid.gov

[END OF SECTION G]

SECTION H - OTHER INFORMATION

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Propriety Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes should:

- (a) Mark the cover page with the following legend:

"This application includes data that must not be disclosed outside the U.S. Government and must not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, an award is made to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government must have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in pages____."; and,

- (b) Mark each sheet of data it wishes to restrict with the following legend:
"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

[END OF SECTION H]

Strengthening Civic Advocacy and Local Engagement (SCALE)
 Notice of Funding Opportunity (NOFO)
 Solicitation # 72062020RFA00005

ANNEX #1: Illustrative Summary Budget Format

Category	Year 1 Example for Year 1 through Year 5			Grand Total	
	Base/ Units	Rate/ Unit Cost	Total	5-Year Total Base/Units	5-Year Total Amount
Personnel					\$
a) Long Term Expatriate Staff					
b) Local Professionals					
b) Local Support Staff					
c) Home Office					
Personnel Total					
Fringe Benefits					\$
a) Long Term Expatriate Staff					
b) Local Professionals					
b) Local Support Staff					
c) Home Office					
Travel					\$
a) Entitlement Travel					
b) Programmatic Travel					
Equipment					\$
a) Above \$5,000					
b) Below \$5,000					
Supplies					\$
Contractual					\$
Grants					\$
Other Direct Costs (as applicable) Examples -					\$
a) Security Costs					
b) Consultants					
i) International/Regional					
ii) Local					
c) Allowances					
i) Long Term Expat					
ii) Short Term Expat					
d) Participant Training (including Tuition and Travel costs if any)					
Total Direct Charges					\$
Indirect Charges					\$
a) Overhead					\$
b) G&A					
Total Estimated Amount					\$

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

ANNEX #2: Standard Provisions

(Note: the full text of these provisions may be found at: <https://www.usaid.gov/ads/policy/300/303maa> and <https://www.usaid.gov/ads/policy/300/303mab>). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following “required as applicable” Standard Provisions:

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Standard Provision
YES	RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
YES	RAA1. NEGOTIATED INDIRECT COST RATES – PROVISIONAL (Nonprofit) (DECEMBER 2014)
YES	RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
YES	RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
Not Required	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
Not Required	RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
Not Required	RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
YES	RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
YES	RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
YES	RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
Not Required	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
YES	RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
YES	RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
Not Required	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
Not Required	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
YES	RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

YES	RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
YES	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
Not Required	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
Not Required	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
Not Required	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
YES	RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (JULY 2015)
YES	RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
Not Required	RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
YES	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
YES	RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
YES	RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
Not Required	RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Standard Provision
YES	RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
YES	RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
Not Required	RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
YES	RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
YES	RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
YES	RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
YES	RAA7. SUBAWARDS (DECEMBER 2014)
YES	RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

	(DECEMBER 2014)
YES	RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
YES	RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
YES	RAA11. PATENT RIGHTS (JUNE 2012)
YES	RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
Not Required	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
YES	RAA 14. COST SHARE (JUNE 2012)
YES	RAA15. PROGRAM INCOME (DECEMBER 2014)
YES	RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
YES	RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
Not Required	RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
YES	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
YES	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
YES	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)
Not Required	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
Not Required	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
Not Required	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
Not Required	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
Not Required	RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
YES	RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
YES	RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
Not Required	RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

ANNEX #3: Abbreviations and Acronyms

AO	Agreement Offer
AOR	Agreement Officer Representative
ADS	Automated Directives System
ACT	Agent for Citizen-driven Transformation
BMO	Business Membership Organizations
CBO	Community Based Organizations
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning, and Adapting
CEFM	Child, early and Forced Marriage
CSO	Civil Society Organizations
CSOSI	Civil Society Sustainability Index
CTIP	Countering Trafficking in Persons
DEC	Development Experience Clearinghouse
DDiN2	Deepening Democracy in Nigeria
DO	Development Objective
EECSP	Electoral Empowerment of Civil Society
EPPR	Effective Partnering and Procurement Reform
EU	European Union
FGM	Female Genital Mutilation
GAC	Global Affairs Canada
GON	Government of Nigeria
IFA	Inclusive Friends Association
IP	Implementing Partner
J2SR	Journey to Self-Reliance
SACE	Strengthening Advocacy and Civic Engagement
SGBV	Sexual and Gender based Violence
SCALE	Strengthening Civic Advocacy and Local Engagement
LGA	Local Government Area
MDA	Ministry, department and Agency

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MIS	Management Information Systems
NAPTIP	National Agency for the Prohibition of Trafficking in Nigeria
NPI	New Partnership Initiative
NGO	Non-Governmental Organization
NNGO	Nigerian Network of Non-Governmental Organizations
OGP	Open Government Partnership
PIND	Foundation for Partnership Initiatives in the Niger Delta
PIGB	Petroleum Industry Governance Bill
P/DG	Peace and Democratic Governance
PLSO	Partner Liaison Security Operations
PMP	Performance Management Plan
PSE	Private Sector Engagement
PWD	Persons With Disabilities
TIP	Trafficking in Persons
TBD	To Be Determined
TCN	Third Country National
WASH	Water, Sanitation and Hygiene
WEWE	Widows and Orphans Empowerment Organization
YAF	Youth Alive Foundation
YIAGA Africa	Youth Initiative for Advocacy
USAID	United States Agency for International Development
USG	United States Government
UN	United Nations

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

ANNEX #4: Performance History Information

Name of Applicant: _____

Name of Evaluator: _____

1. Award Number:
2. Contractor/Recipient (Name and Address):
3. Type of Award:
4. Complexity of Work: Difficult ___Routine ___
5. Description of the work performed, location, and relevancy of work:
6. Dollar Value of Work : _____ Status: Active ___Completed ___
7. Date of Award: _____ Award Completion Date (including extensions): _____
8. Type and Extent of Subawards:
9. Name, Address, Telephone Number, and E-mail Address of the Awarding Contracting/Agreement Officer and/or the Contracting/Agreement Officer 's Representative (and other references as applicable):

Based on your knowledge of the proposed applicant, please rate the applicant performance in the following areas:

1. How well applicant performed.

Comments:

2. The relevancy of the work performed under the program.

Comments:

3. Instances of good performance.

Comments:

4. Instances of poor performance.

Comments:

5. Significant achievement.

Comments:

6. Significant problems.

Comments:

7. **Any indications of excellent or exceptional performance in the most critical areas.**

Comments:

8. **Overall Rating:** Overall, how would you rate the applicant's performance?

- ☐ Exceptional
- ☐ Very good
- ☐ Satisfactory
- ☐ Marginal
- ☐ Unsatisfactory

Additional comments:

ANNEX #5: Sample Format for Initial Security Plan

INTRODUCTION

The items contained herein are to be considered a baseline in the development of a Security Plan. As this guidance was developed for use across the Agency, it cannot take into account all “on-the-ground” situations. Thus, developers should consider the augmentation of their security plans to meet specific threats and possible emergencies posed by the environment.

Each USAID partner will look at its security posture differently. The plan must include:

- 1) An opening statement of management responsibilities with a brief description that summarizes the corporate, company, and or organizational philosophy regarding security in general (high profile, low profile etc.) and specifically towards this program/project.
- 2) A description/summary with an overview of the particular program/project. The plan must also indicate the intended method of managing the “safety and security program” i.e. in house by a security manager or contracted to a third party.
- 3) A Threat Analysis and a Risk Assessment conducted by a competent authority, preferably a professional Security Expert. This product must cover all facets of the Applicant's operations (i.e. lodging, office, transportation, operational area, etc.)
 - Current and previous security situation (to include crime, insurgent activity, kidnappings, police and military operations, etc.) in the area(s) of proposed program/project activities, the company's offices, and employee living areas.
 - Previous security incidents that involved the company and/or its personnel or other organizations in the vicinity previous and current threats against the company and/or its personnel.
- 4) Location(s) of proposed program/project offices and activities.
- 5) Period of Performance of the award.
- 6) The company's current security plan (if applicable) including perimeter security (i.e. "11' high, 1' foot thick, concrete and brick wall, with razor wire on top totaling approx. 13' that surrounds the facility/ies, CCTV system, 10' high metal entry/exit door manned by a 24/7 armed guard, with cabin, etc).
- 7) For requests of vehicles:
 - Number of vehicles requested
 - Vendor that will be utilized
 - Frequency of travel utilizing vehicles
 - Terrain

Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005

- Driver Training Plan
- Passenger orientation and driver training plan.

Note: Armored vehicles have different handling characteristics and drivers and perspective passengers should be trained in evasive driving techniques as well as handling the particular type of vehicle in emergency situations.

- 8) A security point of contact in case for questions or clarifications.
- 9) Planned methods to mitigate the threats, including evidence of an assessment or evaluation of alternative security precautions. These may include but not be limited to: Issuance and use of two-way radios and/or other communication networks, upgrading buildings, deploying guards and/or guard force, CCTV system, or purchasing additional vehicles as recommended by security experts, assessing the manner in which the FAV is envisaged to be used in terms of safety etc.
- 10) A cost breakdown along with comprehensive budget narrative. Initial funding request should be identified broken out by line item and incremental funding identified capturing annual cost and overall funding limit for the life of the award.

Please note that the above items are not an all-inclusive list; there may be additional relevant information or items to be considered. Therefore, when submitting a Security Plan, all relevant and necessary information must be addressed/explained.

SECURITY COUNTERMEASURES

The following topics are not part of an all-inclusive list, but represent a guidance of the elements the developer should consider to protect life and property from attack, theft, or environmental loss. If any of the topics is not considered relevant for the specific program/project, a short statement outlining why the topic is not relevant to the plan should be included.

Physical Security for the Program/Project Office(s) and/or personnel residences

- Facility Location(s) – provide pertinent security information for each facility and/or residences
- Site Plan(s) / photographs
- Perimeter
 - Barriers (bollards/vehicle control/personnel access control/ditch)
 - Perimeter wall (anti-climb/construction)
 - Visitor and package/mail screening
 - CCTV coverage and data storage – method to monitor and security of the storage medium.
 - Lighting
 - Setback

- 'Hardline' protection
 - Wall construction
 - Man-passable openings
 - Doors and Locks
 - Windows and Shatter Resistant Window Film (SRWF)
 - Access control procedures
 - Eliminating climbable platforms if applicable
- Interior
 - SRWF
 - CCTV (archiving)
 - Imminent Danger Notification System type alarm
 - Safe room - procedures
 - Room locks
 - Emergency procedures posted, drilled, and documented

Guard Force Considerations for the Program/Project Office(s) and/or personnel residences

- Guard Force
 - Guard force duties
 - Staffing per shift
 - Equipment that will be issued (armed/unarmed etc.)
 - Shift hours (avoid 12 hour shifts)
 - Pre-hire screening
 - Documented training (rules of engagement, firearms, first aid etc.)

Infrastructure

- Power
 - Generator (back-up power) size
 - Fuel delivery and storage
- Other Considerations
 - Potable water source and emergency supply
 - Environmental factors (flood/seismic)
 - Proximity to emergency response
 - Fire safety, smoke and carbon-monoxide alarms
 - Emergency food stores

SAFETY & SECURITY POLICIES AND PLANS

Corporate, company, and or organizational policies and plans that are specific to the program/project should be addressed.

Policies

- Incident reporting (SIR, IR, SR, etc.)
- Weapons on the premises/
- Premises access
- Pre-hire staff vetting
- Branding (USAID and other)
- ID issuance and display
- Medical treatment
- Movement on foot and vehicular
- Vehicle accident
- Night letters and other threats to staff
- Visitors access procedures
- Safeguarding sensitive information
- Travel policies including local, field and international.
- Compliance with licenses under Nigeria laws.

Plans

- Communications plan (including emergency cascade phone list)
- Fire in/on the premises
- Bomb threat
- Emergency Evacuation from premises
- Emergency Evacuation area/country
- Personal Recovery/Kidnapping release plan
- Emergency Action Plan

STAFF TRAINING

Training should be addressed at the outset of the program/project with scheduled refresher training included. Additionally, all training should be documented and recorded. Drills to establish the level of comprehension should also be considered.

Operational Security

- Cell phone
- Travel
- Handling of sensitive information
- Public
- Environmental Awareness/Cultural Sensitivity
- First Aid – what supplies and capabilities will be on premises
- Driving/Passenger
- Counterintelligence

[END OF ANNEXES]

**Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005**

ATTACHMENT #1: Result Framework

**Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005**

ATTACHMENT #2: USAID Quarterly Performance Report

**Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005**

ATTACHMENT #3: Key Personnel Matrix

**Strengthening Civic Advocacy and Local Engagement (SCALE)
Notice of Funding Opportunity (NOFO)
Solicitation # 72062020RFA00005**

ATTACHMENT #4: Branding Strategy and Marking Waiver

[END OF ATTACHMENTS]

[END OF NOFO]

